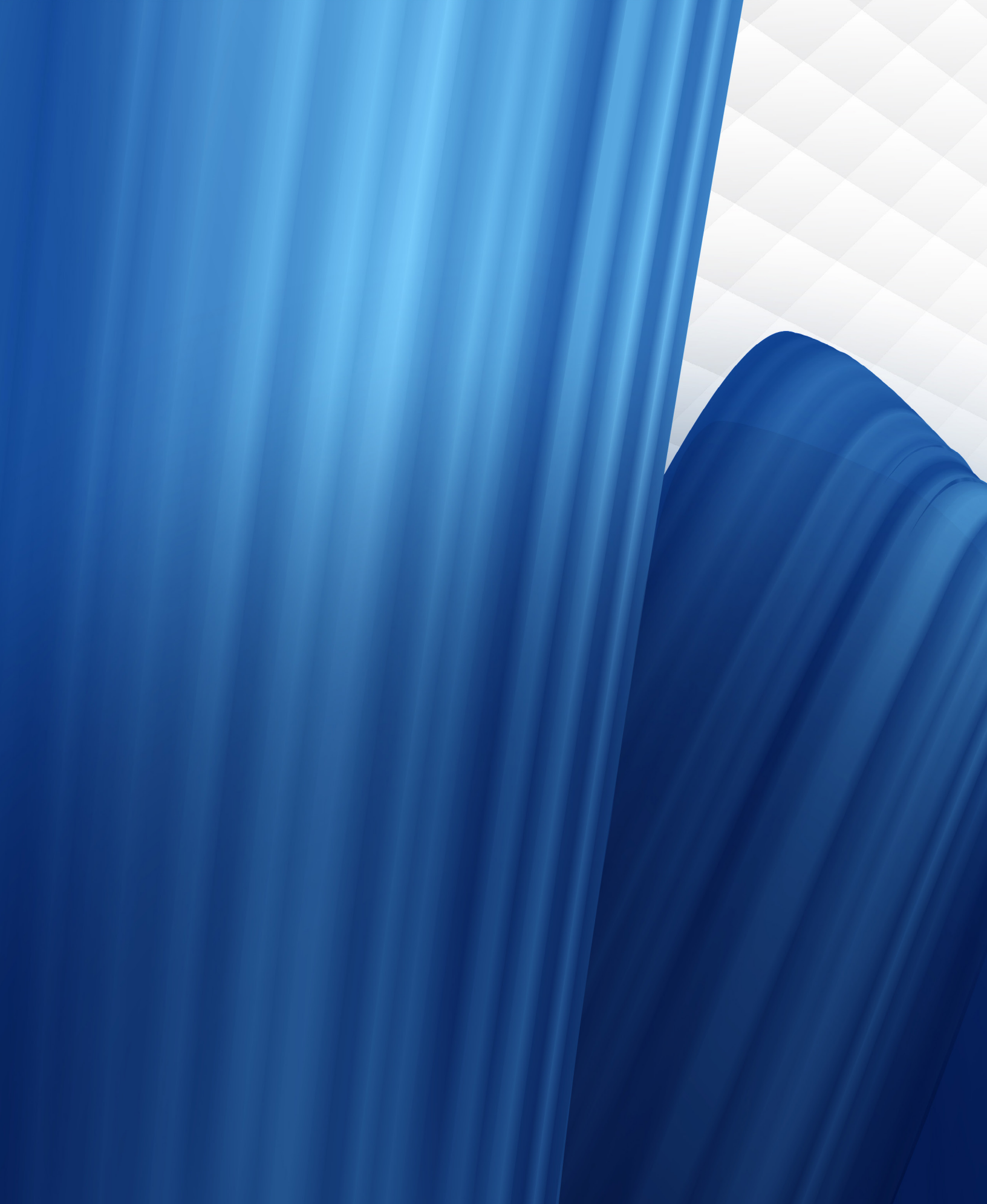


# 2022 Partner Compensation Survey



# Table of Contents

BACKGROUND.....	7
THE SURVEY .....	7
METHODOLOGY .....	9
STATISTICAL TERMS USED .....	10
KEY FINDINGS.....	11
IMPACT OF COVID-19 ON COMPENSATION.....	16
Covid-19 -- A Historical Lens .....	16
EXHIBIT 1.1 EFFECT OF COVID-19 ON COMPENSATION .....	17
IMPACT OF COVID-19 ON ABILITY TO WORK REMOTELY, GEOGRAPHIC LOCATION, FIRM PROGRAMS AND BENEFITS, RETIREMENT AGE, AND FULL/PART TIME STATUS .....	18
WORKING REMOTELY - IMPORTANCE .....	18
EXHIBIT 2.1 – IMPORTANCE OF WORKING REMOTELY .....	18
PARTNERSHIP TENURE AND PARTNERSHIP STATUS .....	18
EXHIBIT 2.2 IMPORTANCE OF WORKING REMOTELY BY PARTNERSHIP TENURE .....	18
PRACTICE AREA .....	19
CITY .....	19
GENDER AND ETHNICITY.....	19
WORKING REMOTELY -FREQUENCY .....	20
EXHIBIT 2.3 FREQUENCY OF WORKING REMOTELY .....	20
PARTNERSHIP TENURE AND PARTNERSHIP STATUS .....	20
CITY .....	20
GENDER AND ETHNICITY.....	20
CHANGE IN GEOGRAPHY .....	21
EXHIBIT 2.4 CHANGE IN GEOGRAPHY .....	21
PARTNERSHIP TENURE AND PARTNERSHIP STATUS .....	21
CITY .....	21

HEALTH AND WELL-BEING PROGRAMS AND BENEFITS .....	22
EXHIBIT 2.5 HEALTH AND WELL-BEING PROGRAMS AND BENEFITS INTRODUCED OR INCREASED IN COVID-19 .....	22
CITY .....	22
RETIREMENT AGE.....	22
EXHIBIT 2.6 CHANGE IN RETIREMENT AGE.....	23
PARTNERSHIP TENURE AND PARTNERSHIP STATUS .....	23
CITY .....	23
GENDER AND ETHNICITY.....	23
IMPACT ON FULL-TIME/PART-TIME STATUS.....	24
EXHIBIT 2.7 IMPACT ON WORK SCHEDULE.....	24
PARTNERSHIP TENURE AND PARTNERSHIP STATUS .....	24
PRACTICE AREA .....	24
CITY .....	25
GENDER AND ETHNICITY.....	25
COMPENSATION, ORIGINATIONS, RECEIPTS, BILLING RATES AND HOURS .....	26
Partnership Tenure and Partnership Status.....	26
EXHIBIT 3.1 – AVERAGE TOTAL COMPENSATION BY PARTNER TENURE .....	27
EXHIBIT 3.2 – AVERAGE TOTAL COMPENSATION BY PARTNERSHIP STATUS.....	27
Practice Area.....	27
EXHIBIT 3.3 – AVERAGE TOTAL COMPENSATION BY PRACTICE AREA .....	28
City .....	28
EXHIBIT 3.4 – AVERAGE TOTAL COMPENSATION BY CITY .....	28
Compensation Transparency and Lockstep Type .....	29
EXHIBIT 3.5 – AVERAGE TOTAL COMPENSATION BY COMPENSATION TRANSPARENCY .....	29
EXHIBIT 3.6 – AVERAGE TOTAL COMPENSATION BY COMPENSATION SYSTEM .....	29
Gender and Ethnicity .....	30
EXHIBIT 3.7 – AVERAGE TOTAL COMPENSATION BY GENDER .....	30
EXHIBIT 3.8 – AVERAGE TOTAL COMPENSATION BY ETHNICITY .....	31
ORIGINATIONS .....	31
Partnership Tenure and Partnership Status .....	31
EXHIBIT 4.1 – AVERAGE ORIGINATIONS BY PARTNERSHIP TENURE .....	31
EXHIBIT 4.2 – AVERAGE ORIGINATIONS BY PARTNERSHIP STATUS.....	32
Practice Area.....	32

EXHIBIT 4.3 – AVERAGE ORIGINATIONS BY PRACTICE AREA .....	32
City .....	32
EXHIBIT 4.4 – AVERAGE ORIGINATIONS BY CITY .....	33
Compensation Transparency and Lockstep Type .....	33
EXHIBIT 4.5 – AVERAGE ORIGINATIONS BY COMPENSATION TRANSPARENCY .....	33
EXHIBIT 4.6 – AVERAGE ORIGINATIONS BY COMPENSATION SYSTEM .....	34
Gender and Ethnicity .....	34
EXHIBIT 4.7 – AVERAGE ORIGINATIONS BY GENDER.....	34
EXHIBIT 4.8 – AVERAGE ORIGINATIONS BY ETHNICITY .....	35
WORKING ATTORNEY RECEIPTS .....	35
BILLING RATES, DISCOUNTS, BILLABLE HOURS AND NON-BILLABLE HOURS .....	36
EXHIBIT 5.1 – AVERAGE BILLING RATE BY PRACTICE AREA .....	36
EXHIBIT 5.2 – AVERAGE BILLABLE HOURS BY PRACTICE AREA .....	37
EXHIBIT 5.3 – AVERAGE NON-BILLABLE HOURS BY PRACTICE AREA .....	37
COMPENSATION SATISFACTION .....	40
Satisfaction Ratings .....	40
EXHIBIT 6.1A – OVERALL SATISFACTION WITH TOTAL COMPENSATION (2022) .....	40
EXHIBIT 6.1B – OVERALL SATISFACTION WITH TOTAL COMPENSATION (2020) .....	40
Partnership Tenure and Partnership Status .....	41
EXHIBIT 6.2A – SATISFACTION BY PARTNERSHIP TENURE (2022) .....	41
EXHIBIT 6.2B – SATISFACTION BY PARTNERSHIP TENURE (2020) .....	41
EXHIBIT 6.3 A– SATISFACTION BY PARTNERSHIP STATUS (2022) .....	42
EXHIBIT 6.3B – SATISFACTION BY PARTNERSHIP STATUS (2020) .....	42
Practice Area.....	42
EXHIBIT 6.4A – SATISFACTION BY PRACTICE AREA (2022) .....	43
EXHIBIT 6.4B – SATISFACTION BY PRACTICE AREA (2020) .....	43
City .....	44
EXHIBIT 6.5A – SATISFACTION BY CITY (2022) .....	44
EXHIBIT 6.5B – SATISFACTION BY CITY (2020).....	44
Compensation Transparency and Lateral Status.....	45
EXHIBIT 6.6A – SATISFACTION BY COMPENSATION TRANSPARENCY (2022) .....	45
EXHIBIT 6.6B – SATISFACTION BY COMPENSATION TRANSPARENCY (2020) .....	45
EXHIBIT 6.7A – SATISFACTION BY LATERAL STATUS (2022) .....	46
EXHIBIT 6.7B – SATISFACTION BY LATERAL STATUS (2020) .....	46
Total Compensation, Total Originations and Billable Hours .....	46
EXHIBIT 6.8A – SATISFACTION BY TOTAL COMPENSATION (2022) .....	47

EXHIBIT 6.8B – SATISFACTION BY TOTAL COMPENSATION (2020) .....	47
EXHIBIT 6.9A – SATISFACTION BY TOTAL ORIGINATIONS (2022) .....	48
EXHIBIT 6.9B – SATISFACTION BY TOTAL ORIGINATIONS (2020) .....	48
EXHIBIT 6.10A – SATISFACTION BY BILLABLE HOURS (2022) .....	49
EXHIBIT 6.10B – SATISFACTION BY BILLABLE HOURS (2020).....	49
Gender and Ethnicity .....	50
EXHIBIT 6.11A – SATISFACTION BY GENDER (2022).....	50
EXHIBIT 6.11B – SATISFACTION BY GENDER (2020) .....	50
EXHIBIT 6.12A – SATISFACTION BY ETHNICITY (2022) .....	51
EXHIBIT 6.12B – SATISFACTION BY ETHNICITY (2020) .....	51
NOTES .....	52
About The Author .....	52
About Major, Lindsey & Africa .....	52
About Law360 .....	52
APPENDICES.....	53
I – Respondent Profile.....	54
II – Impact of COVID-19.....	58
III – Average Total Compensation .....	78
IV – Average Total Originations .....	80
V – Average Total Working Attorney Receipts .....	82
VI – Average Billing Rates .....	84
VII – Average Billable Hours.....	86
VIII – Average Non-Billable Hours.....	88
IX – Satisfaction with Total Compensation.....	90
QUESTIONNAIRE.....	97



# BACKGROUND

In May 2022, Major, Lindsey & Africa (MLA) launched its 2022 Partner Compensation Survey in partnership with Law360, a publication of Portfolio Media. The Survey, which was sent independently by Law360 to over 35,000 law firm partners at NLJ 350- and Global 100-size firms across the United States, was the seventh in the series of groundbreaking, biennial surveys begun by MLA in 2010. The MLA Partner Compensation Survey continues to be the most comprehensive effort ever undertaken to identify ranges of partner compensation, the criteria law firms use in determining partner compensation, and the satisfaction of law firm partners with their compensation and compensation systems.

When we launched our 2020 Survey in early summer 2020 during the height of the first wave of the COVID-19 pandemic, we felt it was more important than ever to continue with the Survey so that we could better understand the pandemic's short-term and long-term impact on partner compensation and satisfaction, expecting that law firm revenue and compensation would be materially adversely affected by the pandemic. No one could have guessed at the onset of the pandemic that law firms would not only weather the storm brought on by the pandemic but thrive. Similarly, during those early days of the pandemic we had no idea that the very nature of work would change forever. Accordingly, in addition to repeating the new questions that we added to our 2020 Survey relating to the pandemic's effects on partners' compensation, this year we have added several new questions that address the impact of the pandemic on respondents' ability to work remotely, geographic location, firm programs and benefits, anticipated retirement age, and full-time/part-time status.

This Report provides (i) an overview of the Survey, (ii) the demographic breakdown of the respondents to the Survey, (iii) selected highlights of the impact and expected impact of COVID-19 on respondents' compensation and other aspects of their personal and professional lives, (iv) selected highlights of compensation and other practice metrics as reported by the respondents, and (v) selected highlights of compensation satisfaction as reported by the respondents.

## THE SURVEY

The Survey consisted of 20 questions (including demographic questions), with the results broken down into four major categories:

### 1. Demographic information about each respondent and the respondent's law firm, including:

- › Partnership Tenure
- › Partnership Status (i.e., Equity vs. Non-Equity)
- › Primary Practice Area
- › City
- › Lateral Status (i.e., "Homegrown" vs. Lateral)
- › Compensation Transparency (i.e., Open vs. Closed compensation system)
- › Compensation System (i.e., Lockstep vs. Non-lockstep)
- › Age
- › Expected retirement age
- › Full-time/Part-time status
- › Gender
- › Sexual orientation
- › Ethnicity

2. Objective information about a respondent's compensation and practice metrics for 2021, including:

- › Total compensation
- › Total originations
- › Total working attorney receipts
- › Standard hourly billing rate and discount
- › Total billable hours
- › Total non-billable hours

3. Questions about the impact of the COVID-19 pandemic on a respondent's compensation, ability to work remotely, geographic location, firm programs and benefits, anticipated retirement age, and full-time/part-time status, including:

- › Percentage impact/expected impact on draw, base compensation, bonuses and capital contributions for 2021 and 2022
- › Ability to work remotely and its importance to respondent
- › Impact on respondent's geographical location
- › Programs/benefits introduced by firm as a result of the pandemic
- › Impact on anticipated retirement age
- › Impact on full-time/part-time status

4. Subjective information about a respondent's perception of his or her satisfaction with their total compensation.





# METHODOLOGY

This Survey was sponsored and developed by Major, Lindsey & Africa (MLA) in association with Law360, a publication of Portfolio Media. By having all correspondence and Survey responses go through Law360, MLA enabled all respondents to answer confidentially and anonymously. At no time was MLA made aware of respondents' names or firms, either individually or in the aggregate.

Data for this Survey were collected using an online questionnaire hosted by Law360. Invitations were emailed to 35,000 partners across the United States at NLJ 350- and Global 100-size firms. The emailed invitation contained a link that partners could use to access the Survey online. The Survey was open between May 5, 2022, and July 18, 2022. To maximize the response rate, four email reminders, each spaced one to two weeks apart, were also sent.

The recipient list was sourced through an aggregated and vetted online attorney database. A minority of respondents also participated after being notified of the Survey through MLA's and Law360's LinkedIn campaigns, or via direct invitation from MLA and Law360. The questionnaire was developed by MLA and reviewed by Law360. As an incentive to complete the Survey, respondents were advised that MLA had agreed to make a donation to The Legal Aid Society for each respondent who completed the Survey. Additionally, partners who participated became eligible to receive a \$1,500 American Express gift card, which was to be awarded to one respondent who completed the Survey before its close. Law360 randomly selected one respondent to receive this prize after the Survey closed.

A total of 1,815 responses were received from partners practicing across the United States. Seven thousand of the initial emails were returned as undeliverable. Assuming that all remaining partners contacted received the invitation, the overall response rate was 5.19%.

As is customary with surveys of this nature, not every respondent answered every question.

Each data table notes the actual number of respondents for each category. In order to present the data meaningfully, in certain cases individual respondents were grouped into larger categories.

For a number of Survey questions, respondents were given ranges as response choices. For example, total compensation values were typically grouped in \$50,000 ranges (e.g., \$800,000 to \$850,000). In order to calculate the data for this Report, Law360 used, wherever possible, the midpoint for all responses that were expressed as ranges. In those cases where midpoints were not identifiable (e.g., responses where one parameter of the range was open-ended), Law360 and MLA jointly agreed on values to be used for those responses, applying consistent criteria to previous surveys.

In order to protect respondents' identities, this Report does not disclose any information about any individual or any individual law firm. All information is reported in the aggregate to ensure anonymity. Law360 did not provide the names, email addresses or any other identifying information of individual respondents or any law firm to MLA. At all times, MLA remained blind to the specific sources of the data.

In many instances, this Report compares the results of the 2022 Survey with those of the 2020 Survey. However, it is important to note that due to the pandemic the 2020 Survey was targeted to a narrower range of partners (i.e., only partners at AmLaw 200-size firms and not also those at NLJ 350- and Global 100-size firms). For 2022, we have returned to the broader range of partners. Consequently, we have normalized the 2020 data for the sections of this Report covering Questions 8, 10-12 and 23-24 of the Survey (total compensation, total originations, total working attorney receipts, standard hourly billing rate and discount, total billable hours and total non-billable hours) to adjust for the narrower range of partners surveyed in 2020 in order to make these comparisons more meaningful. The complete results of the 2020 Survey can be found by clicking [here](#).

*For a detailed profile of the Survey respondents, please refer to [Appendix I – Respondent Profile](#).*

## STATISTICAL TERMS USED

The statistical terms used in the Report are defined below.

- › The median (or the 50th percentile) is the middle or central number in a series of numbers arranged in order of value. There are equal numbers of smaller and larger observations.
- › The average (or mean) is the total value of all observations divided by the number of observations.
- › Percentages may not total 100 because of decimal places/rounding.



# KEY FINDINGS

## IMPACT OF COVID-19 ON COMPENSATION

During the height of the first wave of the pandemic in July 2020, 70% of partners expected their 2020 compensation to be affected, but by November 2020 that number was already down to 37%. From this year's data, only 13% of respondents reported that their 2021 compensation was affected by the pandemic and only 5% expect their 2022 compensation to be affected.

## WORKING REMOTELY – IMPORTANCE

Over two-thirds of all respondents value the ability to work remotely. Five percent (5%) of respondents said the ability to work from home was Not Important at All, 13% said it was Not Very Important, 10% were Neutral, 26% said it was Somewhat Important, 33% said it was Very Important, and 10% said it was So Important That I Would Change Firms Because of It.

Not surprisingly, the more junior the tenure grouping the greater the importance of working from home (80% of respondents from the 1-5 years grouping chose one of the pro-working from home categories vs. 57% for the 20+ years grouping), and the most junior partners were more than twice as likely as the most senior partners to say they would change jobs because of it (16% for the 1-5 years grouping vs. 7% for the 20+ years grouping).

Non-Equity partners were also much more likely than Equity partners to place importance on working from home, with 79% selecting one of the pro-working from home categories vs. only 63% for Equity partners. Presumably one reason for this is that the average age for Non-Equity partners is likely lower than that of Equity partners.

Boston and Miami had the highest percentage of partners placing importance on working from home (both 78%), while their Texas counterparts were least likely (Houston, 55%; Dallas, 58%). Atlanta was not far behind the Texans at 61%.

Female partners were much more likely than male partners to place importance on working from home (79% vs. 65%) and were more than twice as likely to say they would change jobs because of it (17% vs. 8%).

Black partners were most likely to place importance on working from home (84%) but least likely to say they would change jobs because of it (5%), while White partners were least likely to place importance on working from home (69%) but were more than twice as likely to say they would change jobs because of it (11%).

## WORKING REMOTELY – FREQUENCY

Amazingly, despite respondents reporting that their firms would allow them to work from home an average of 3.39 weekdays once their firms fully reopened, respondents reported preferring to work at home for an average of only 2.51 weekdays. This result seems to indicate that law firms are providing even greater flexibility than lawyers actually prefer and could have profound implications for law firm remote work policies going forward.

## CHANGE IN GEOGRAPHY

Only 7% of respondents said they changed their geographic location because of the pandemic. Of those who did move, 30% said they expected to move back to their former home when their firm fully reopened, 53% said they would not and 18% were unsure.

New York had the highest percentage of partners who changed their geographic location because of the pandemic (16%), followed closely by San Francisco at 15% and Philadelphia at 11%. Minneapolis, Boston and Miami had the lowest percentages at 0%, 1% and 2%, respectively. 82% of San Franciscans who moved reported that they would not be moving back when their firms fully reopened, compared to 50% of Philadelphians and 46% of New Yorkers.

## HEALTH AND WELL-BEING PROGRAMS AND BENEFITS

Home Office Equipment/Technology was the benefit/program most frequently cited by respondents as having been increased or introduced by their firms as a result of the pandemic, with 58% of respondents noting it. The next highest categories were Mental Health and Wellness (53%) and Physical Health and Wellness (27%). A surprising 24% of respondents said their firms introduced no new programs or benefits, and Childcare, Eldercare and Paid Vacation/Time Off were cited by only 9%, 4% and 7% of respondents, respectively.

The provision of new or increased health and well-being programs and benefits varied widely by geography. Atlanta respondents reported the lowest number of new/increased programs, by far, followed by Miami. At the opposite end of the spectrum, Seattle, Silicon Valley and San Francisco respondents reported the highest number of new or increased programs and benefits.

## RETIREMENT AGE

The average age of expected retirement was 64.48 years. Asked whether the pandemic affected their anticipated retirement age, 12% of respondents said they expected to retire earlier, 6% said they expected to retire later and 81% said that it did not affect their decision.

## COMPENSATION

Average compensation for all partners was \$1,119,000, up 15% from 2020 (\$970,000). Median compensation was \$675,000.

Equity partners continue to average more than three times the total compensation of their Non-Equity colleagues (\$1,473,000 vs. \$460,000). Equity and Non-Equity partners saw similar percentage gains in compensation: Average compensation for Equity partners rose by 15% over 2020, from \$1,279,000 to \$1,473,000, while Non-Equity partner compensation rose by 16%, from \$397,000 to \$460,000.

Among the seven practice areas grouped for purposes of this Report, Corporate partners reported the highest average total compensation and the highest percentage increase (\$1,488,000; +26%), with Labor & Employment partners reporting the lowest average total compensation (\$653,000; +6%). Tax & ERISA partners reported the only decline in average total compensation from 2020 (\$1,145,000; -9%) while IP partners' average total compensation stayed virtually flat (\$1,010,000; 0%). Litigation partners recorded the second highest percentage increase in total compensation, rising 17% to \$1,054,000.

The disparity in compensation among cities continues to be pronounced. Average total compensation ranged from a low of \$714,000 in Seattle (-3%) to a high of \$1,817,000 in New York (+20%). Interestingly, some of the smaller major cities showed the highest percentage gains: Dallas (\$1,454,000; +87%), Atlanta (\$987,000; +65%), Houston (\$1,348,000; +48%), and Minneapolis (\$837,000; +31%). Philadelphia (-27%), Los Angeles (-15%) and Miami (-6%) showed the greatest percentage declines.

As in our prior Surveys, partners in Open compensation systems reported significantly higher average compensation (\$1,328,000; +18%) compared to partners in Partially Open and Closed systems. Average compensation for partners in Partially Open systems rose 10%, to \$916,000, and partners in Closed systems saw a whopping 33% increase, to \$848,000. Though still lagging behind partners in Open and Partially Open systems, this year's increase for Closed systems has significantly narrowed the gap between Closed and Partially Open systems.

As in our prior Surveys, male partners' average compensation continues to significantly outpace that of female partners (\$1,212,000 vs. \$905,000), though female partners' compensation once again rose at a much higher rate than that of male partners (+26% vs. +17%). While the average male partner's total compensation is still 34% more than the average female partner's, the wage gap has narrowed significantly from the 53% differential reported in our 2018 Survey and the 44% differentials reported in 2016 and 2020. One can only hope that these gains show that firms are finally getting the message, though much more work needs to be done.

The average total compensation for those identifying with a non-White ethnicity is 10% lower than that of White partners (\$1,030,000 vs. \$1,133,000). Hispanic partners reported a 56% increase in compensation, followed by a 33% increase for Asian Pacific partners and a 17% increase for White partners. Black partners were the only category to report a decline (-9%).<sup>1</sup>

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<sup>1</sup> The ethnic categories used in the Survey and this Report track those previously used by the American Bar Association. The number of respondents by ethnic category was as follows: White not Hispanic (1,413), Black not Hispanic (39), Hispanic (77), Asian Pacific not Hispanic (79), American Indian not Hispanic (2), Native Hawaiian or Pacific Islander not Hispanic (2), Mixed Races (30). Historically, because of the relatively small number of non-White respondents, it has been difficult to draw statistically meaningful conclusions for those categories. This is also true with regard to other sections of this Report, especially where data is sorted by City, as the fewer the number of respondents, the more susceptible the numbers are to sampling variation. However, we are delighted by the large increase in responses from respondents in the non-White categories since 2018 and would like to thank the leadership and members of the National Bar Association, the Asian Pacific American Bar Association, the National Hispanic Bar Association and the Diverse Partners Network for promoting the Survey to their members. We look forward to sharing additional data and commentary with these organizations and the entire legal community.

## ORIGINATIONS

Average originations for all partners were \$2,757,000, up 4% from \$2,644,000 in 2020. Median originations were \$1,250,000.

Equity partners and Non-Equity partners both reported increases in average originations, though the increase for Equity partners was quite small (\$3,735,000; +1% and \$927,000; +17%, respectively). Thus, Equity partners continue to originate more than four times the amount of business generated by Non-Equity partners, which is consistent with each of our previous Surveys. Median originations for Equity partners were \$2,050,000, while the median for Non-Equity partners was substantially lower at \$500,000.

At the high end, Corporate partners reported average originations of \$4,288,000 (+17%), and on the low end, Tax & ERISA partners reported \$1,406,000 in originations (-4%).

Male partners continue to significantly outpace female partners in originations. Male partners reported average originations of \$3,045,000, representing a 6% gain over 2020. Female partners reported a 5% increase, with average originations of \$2,022,000, down from the huge 19% increase they reported in 2020.

Originations for non-White partners were \$2,763,000, the first time non-White partner average originations exceeded those of White partners. Hispanic partners reported a whopping 104% increase (\$2,763,000) while Black partners and Asian Pacific partners each reported a 3% increase (\$1,747,000 and \$2,956,000, respectively). White partners averaged \$2,707,000 in originations.

## BILLING RATES AND HOURS

The average billing rate for all respondents was \$819, up \$42 (+5%) from 2020. The gap in billing rates between Equity and Non-Equity partners is much smaller than their compensation gap (\$876 vs. \$712, or a 23% difference in billing rates (down from 31% in 2020) vs. a 320% difference in compensation). Average billing rates for Non-Equity partners rose 10% over 2020 compared to only a 3% increase for Equity partners. Thus, while billing rates for Non-Equity partners climb toward parity with Equity partners, the compensation gap remains virtually unchanged.

Forty-six percent (46%) of partners do not provide a standard discount off their hourly billing rate, up from 37% in 2020. Of those who do, the majority give a discount of 15% or less. Only 11% of all partners provide a discount above this figure.

The average billed time for all partners was 1,721 hours, an increase of approximately 2% from the 2020, 2018 and 2016 averages (1,680, 1,683, and 1,686 hours, respectively). Notably, non-billed time averaged 481 hours, dropping 16% from 2020 (572).

These figures represent the highest average number of billable hours and the lowest average number of non-billable hours ever recorded since the inception of the Survey in 2010. Interestingly, as noted above, while respondents believed the pandemic caused a 22% reduction in their work, the average total number of billable/non-billable hours (2,202) reported this year is only about 2% lower than the average total number of billable/non-billable hours recorded in our 2018 and 2020 Surveys (both 2,252).

## COMPENSATION SATISFACTION

Partners' satisfaction with their compensation remains robust: 29% classified themselves as Very Satisfied with their current compensation, 35% classified themselves as Moderately Satisfied and 11% as Slightly Satisfied. Conversely, 8% classified themselves as Slightly Dissatisfied, 6% as Moderately Dissatisfied



and 4% as Very Dissatisfied. 6% felt Neutral. These numbers generally track 2020 results across every measure.

The gap between Equity partners' and Non-Equity partners' compensation satisfaction remains wide and is growing, with 40% of Equity partners Very Satisfied compared to 10% of Non-Equity partners, up from 32% and 12%, respectively, in 2020. Conversely, Non-Equity partners were more than twice as likely to classify themselves as Very Dissatisfied (7% vs. 3%, down from 10% vs. 3% in 2020).

Analyzing the data by Practice Area, Tax & ERISA partners were most likely to classify themselves as Very Satisfied with their compensation (33%), up from 28% in 2020, followed by Real Estate partners at 32%, up slightly from 31% in 2020. Labor & Employment partners were the only practice group to post a decline, with 20% classifying themselves as Very Satisfied compared to 26% in 2020. Interestingly, despite higher levels of Very Satisfied partners in virtually every practice area compared to the 2020 results, every practice area other than Corporate (72%; +0%) posted a decline in Satisfied partners overall.

Boston had the highest level of partners classifying themselves as Very Satisfied with their compensation (42%; +12%), followed by Dallas (40%; +12%). At the other end of the spectrum, only 15% of Palo Alto/Silicon Valley-based partners reported that they are Very Satisfied, down 23% from 2020. Washington, D.C./Northern Virginia, San Francisco, Dallas and Seattle had the highest percentage of partners selecting one of the Satisfied choices (79%, 78%, 78% and 78%, respectively). However, despite most cities reporting a higher percentage of Very Satisfied partners, several cities reported markedly lower percentages of partners selecting one of the Satisfied categories: Silicon Valley (-18%), Miami (-11%) and Boston (-11%).

Minneapolis and Miami had the highest percentage of partners falling into one of the Dissatisfied categories (both 27%), followed by Los Angeles (26%) and Philadelphia (23%). Dallas had by far the lowest percentage (11%), with Washington, D.C./Northern Virginia next lowest (16%).

Thirty-one percent (31%) of male partners reported they were Very Satisfied with their compensation, compared to 26% of female partners, up 6% and 2%, respectively. At the opposite end, a higher percentage of female partners placed themselves in one of the Dissatisfied categories (22%), a 2% decrease from 2020. The male percentage rose 1% to 18%.

All ethnic groups (other than those classifying themselves as Mixed Races) reported strong gains in describing themselves as Very Satisfied with their compensation. Hispanic partners were most likely to classify themselves in one of the Satisfied categories, rising 7% from 76% to 83%. Partners classifying themselves as Mixed Races and Black partners were the only groups to show a decrease in classifying themselves in one of the Satisfied categories, decreasing from 78% and 68%, respectively, in 2020 to 63% and 67%, respectively, in 2022. These same partners also showed the greatest increase in classifying themselves in one of the Dissatisfied categories, rising from 17% and 21%, respectively, in 2020 to 30% and 33%, respectively, in 2022.

# Impact of COVID-19 on Compensation

Questions 11a through 11d of the Survey dealt with the impact of COVID-19 on 2021 and 2022 compensation, specifically the impact on partners' draws, base compensation, bonuses and capital contributions. These key metrics were then sorted by the following categories:

- › Partnership Tenure
- › Partnership Status
- › Practice Area
- › City
- › Compensation Transparency
- › Lockstep Type
- › Gender
- › Ethnicity

## COVID-19 – A HISTORICAL LENS

In our initial 2020 Survey, which was launched during the height of the first wave of the COVID-19 pandemic in July 2020, 70% of respondents reported that they expected COVID-19 to impact their 2020 compensation in some way. However, over the course of the summer and into early fall 2020, it became clear that the industry was faring far better than anyone expected during the early days of the pandemic. In fact, by late summer of 2020, some firms began indicating that they were even outperforming their strong results from 2019.

Given the fluidity of the situation, MLA independently conducted a mini “flash survey” in November 2020 of the same pool of participants as those invited to participate in the main 2020 Survey. Nearly two-thirds of the 134 respondents to the flash survey reported that they did not expect their 2020 compensation to be affected by the pandemic, and of those respondents whose firms enacted austerity measures at the start of the pandemic, 43% reported those austerity measures being reversed completely and 41% reported those measures being reversed in part.<sup>2</sup>

No one could have guessed at the onset of the pandemic that law firms would not only weather the storm brought on by the pandemic but thrive, as evidenced by the strong compensation numbers reported in this year's Report – the highest average compensation numbers ever.

## 2021 ACTUAL COMPENSATION AND 2022 EXPECTED COMPENSATION

A total of 1,758 partners answered Question 11a, which asked respondents whether their 2021 total compensation/capital was affected by the COVID-19 pandemic. Only 13% of partners reported that COVID-19 impacted their 2021 compensation. A total of 1,757 partners answered Question 11c, which asked respondents whether they expected their 2022 total compensation/capital to be affected by the COVID-19 pandemic. Only 5% of partners reported that they expected COVID-19 to impact their 2021 compensation.

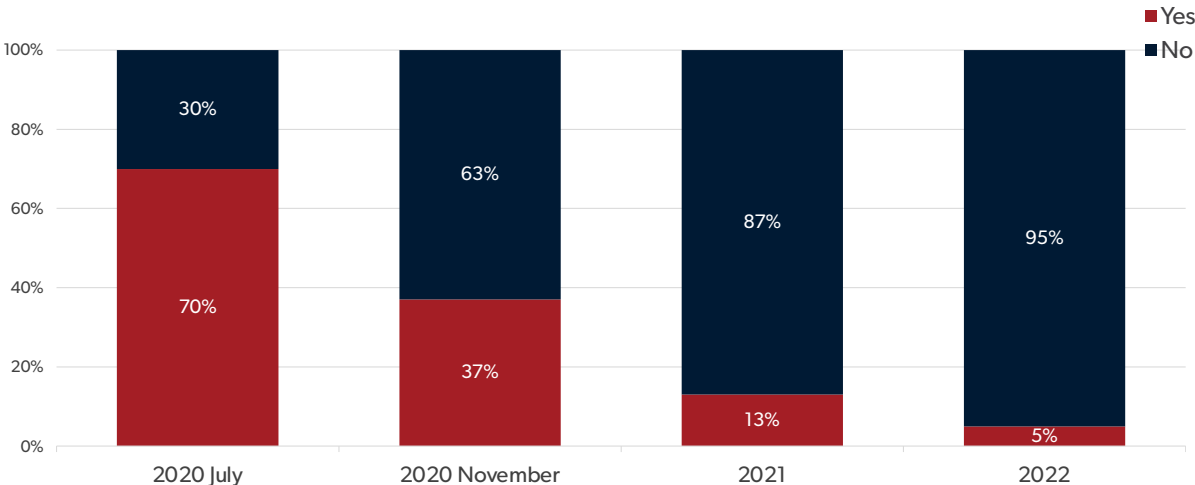
As you can see from the graph below, during the height of the first wave of the pandemic in July 2020, 70% of partners expected their 2020 compensation to be affected, but by November 2020 that number was already down to 37%. Because of the biennial nature of our Surveys, we were not able to measure respondents' actual 2020 compensation, but from this year's data only 13% of respondents reported that their 2021 compensation was affected by the pandemic and only 5% expect their 2022 compensation to be affected.

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<sup>2</sup>For a more complete discussion, please see <https://www.law.com/americanlawyer/2020/10/22/adjusting-the-covid-19-response-how-law-firms-are-altering-austerity-measures/>

## EXHIBIT 1.1 – EFFECT OF COVID-19 ON COMPENSATION

### Do You Expect COVID-19 Will Impact Your Compensation?



Question 11b asked those respondents who answered “Yes” to Question 11a what the actual impacts to their draws, base compensation, bonuses and capital contributions were for 2021. A total of 376 respondents answered this question. For those respondents, draws were reduced by an average of 14%, base compensation was reduced by an average of 15%, bonuses were reduced by an average of 29% and capital was increased by an average of 12%.

Question 11d asked those respondents who answered “Yes” to Question 11c what they expected the impacts to their draws, base compensation, bonuses and capital contributions to be for 2022. A total of 166 respondents answered this question. For those respondents, draws are expected to be reduced by an average of 15%, base compensation is expected to be reduced by an average of 17%, bonuses are expected to be reduced by an average of 29%, and capital is expected to be increased by an average of 6%.

Interestingly, in each case, respondents to Questions 11b and 11d in our 2022 Survey cited a higher impact/expected impact on their draws, base compensation bonuses and capital for 2021 and 2022 than respondents to our initial 2020 Survey expected for their 2020 compensation. In that Survey, respondents expected their 2020 draws, and bonuses to be reduced by an average of 12%, 9% and 13%, respectively, and their capital to be increased by an average of 1%, although percentage-wise, the number of positive respondents to Questions 11a and 11c in our 2022 Survey number is much lower than the 74% of positive respondents to our initial 2020 Survey.

### IMPACT ON GENDER

Male partners and female partners had virtually identical responses to Questions 11a and 11c, with 13% of male partners and 14% of female partners experiencing a negative impact to their 2021 compensation/capital and 5% of male partners and 6% of female partners expecting a negative impact on their 2022 compensation/capital.

With regard to bonuses, for both 2021 and 2022, female partners reported/expect a much bigger reduction than male partners (-40% and -37%, respectively, for female partners vs. -25% and -26%, respectively, for male partners). Interestingly, while female partners expect the impact on their base compensation and draws to be smaller in 2022 than in 2021 (base compensation: -17% in 2021 vs. -14% in 2022; draws: -15% in 2021 vs. -9% in 2022), male partners expect the impact to be greater in both cases (base compensation: -14% in 2021 vs. -19% in 2022; draws: -13% in 2021 vs. -18% in 2022).

*For the complete results, please refer to [Appendix II – Impact of COVID-19 on Compensation](#).*

# Impact of COVID-19 on Ability to Work Remotely, Geographic Location, Firm Programs and Benefits, Anticipated Retirement Age, and Full-Time/Part-Time Status

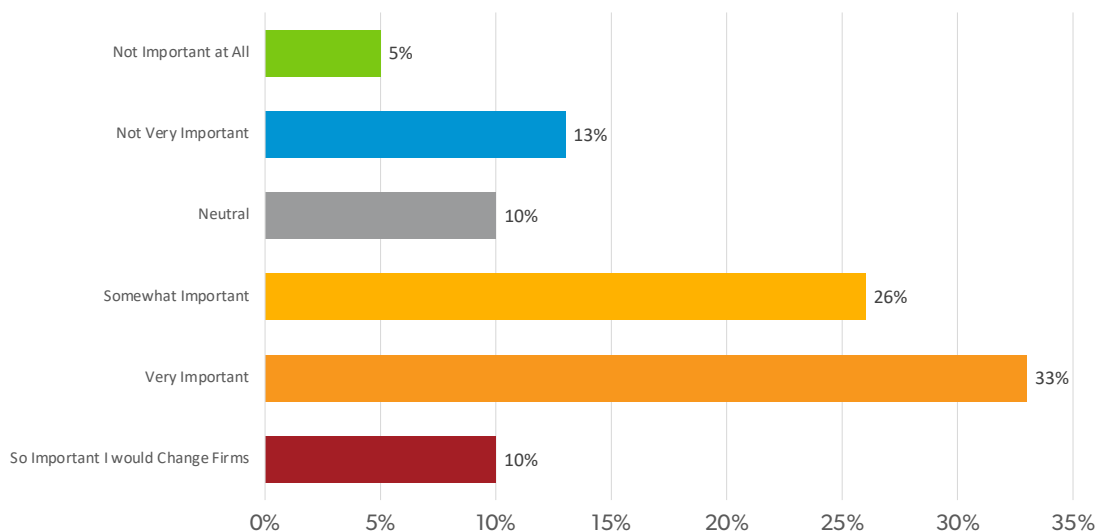
Questions 11e through 11j and 16 through 17c of the Survey dealt with the impact of COVID-19 on a respondent's ability to work remotely, geographic location, firm programs and benefits, anticipated retirement age, and full-time/part-time status. These key metrics were then sorted by the following categories:

- › Partnership Tenure
- › Partnership Status
- › Practice Area
- › City
- › Compensation Transparency
- › Lockstep Type
- › Gender
- › Ethnicity

## WORKING REMOTELY – IMPORTANCE

Question 11g asked respondents to rate how important it was to them to be able to work from home. A total of 1,756 respondents answered this question. Over two-thirds of all respondents value the ability to work remotely. 5% of respondents said the ability to work from home was Not Important at All, 13% said it was Not Very Important, 10% were Neutral, 26% said it was Somewhat Important, 33% said it was Very Important, and 10% said it was So Important That I Would Change Firms Because of It.

### EXHIBIT 2.1 – IMPORTANCE OF WORKING REMOTELY

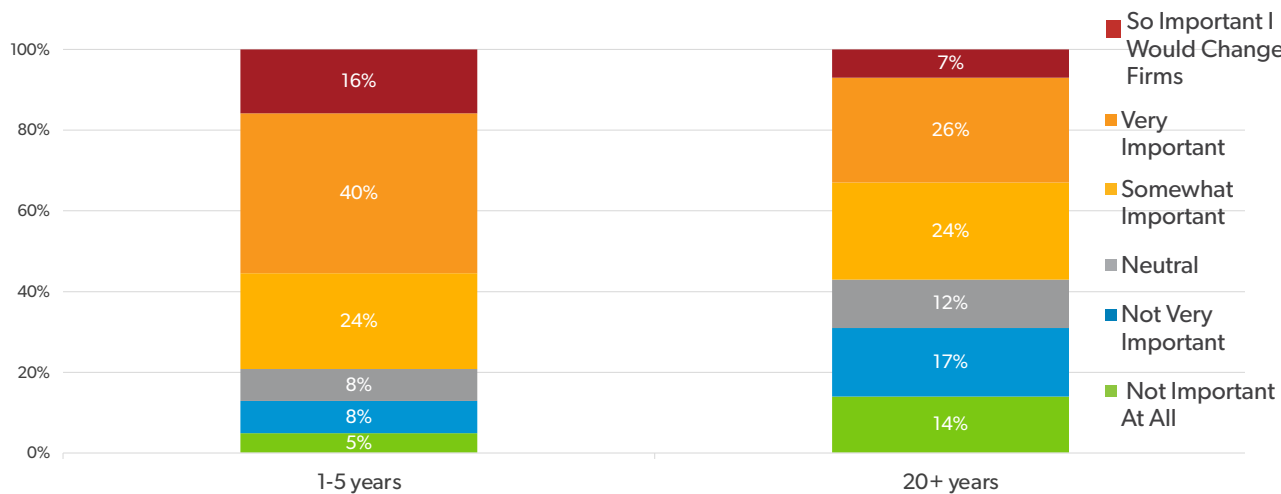


### Partnership Tenure and Partnership Status

Not surprisingly, the more junior the tenure grouping the greater the importance of working from home

(80% of respondents from the 1-5 years grouping chose one of the pro-working from home categories vs. 57% for the 20+ years grouping), and the most junior partners were more than twice as likely as the most senior partners to say they would change jobs because of it (16% for the 1-5 years grouping vs. 7% for the 20+ years grouping). Non-Equity partners were also much more likely than Equity partners to place importance on working from home, with 79% selecting one of the pro-working from home categories vs. only 63% for Equity partners. Presumably one reason for this is that the average age for Non-Equity partners is likely lower than that of Equity partners.

**EXHIBIT 2.2 – IMPORTANCE OF WORKING REMOTELY BY PARTNERSHIP TENURE**



**Practice Area**

Analyzing the data by Practice Area, Real Estate partners were much less likely to place importance on working from home, with only 56% selecting one of the pro-working from home categories. Litigation partners were next lowest at 65%. Each of the other practice areas ranged from 70 to 72%.

**City**

Boston and Miami had the highest percentage of partners placing importance on working from home (both 78%), while their Texas counterparts were least likely (Houston, 55%; Dallas, 58%). Atlanta was not far behind the Texans at 61%. Interestingly, while Boston and Miami had the highest percentage of partners choosing one of the pro-working from home categories, both cities had a relatively low percentage of partners saying they would change jobs because of it (7% and 9% respectively); San Francisco and Minneapolis had the highest percentage (16% and 15%, respectively.)

**Gender and Ethnicity**

Female partners were much more likely than male partners to place importance on working from home (79% vs. 65%) and were more than twice as likely to say they would change jobs because of it (17% vs. 8%).

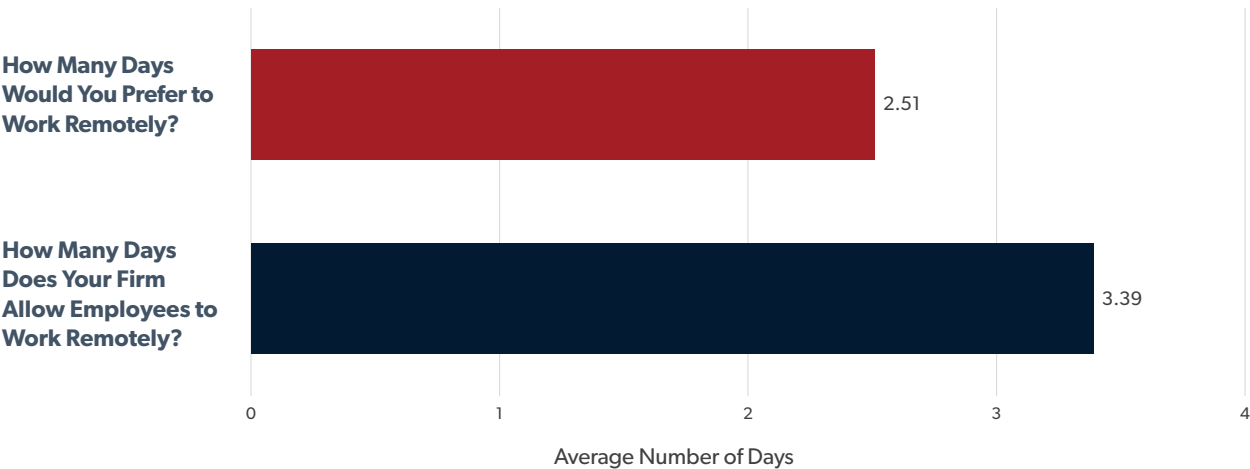
Black partners were most likely to place importance on working from home (84%) but least likely to say they would change jobs because of it (5%), while White partners were least likely to place importance on working from home (69%) but were more than twice as likely to say they would change jobs because of it (11%).

# WORKING REMOTELY – FREQUENCY

Question 11e asked respondents how many weekdays, if any, their firm would allow them to work from home once their firm fully reopened, and Question 11f asked respondents how many days they would prefer to work from home once their firm fully reopened.

Amazingly, despite the average response to Question 11e being 3.39 weekdays, respondents reported preferring to work at home for an average of only 2.51 weekdays. This result seems to indicate that law firms are providing even greater flexibility than lawyers actually prefer and could have profound implications for law firm remote work policies going forward.

## EXHIBIT 2.3 – FREQUENCY OF WORKING REMOTELY



### Partnership Tenure and Partnership Status

Again, not surprisingly, the two more junior tenure groupings reported a preference for working a greater number of days from home (3) than the two more senior tenure groupings (2). Similarly, Equity partners (who are presumably older on average) expressed a preference for working a smaller number of days at home (2) than Non-Equity partners (3).

### City

Given that Houston, Dallas and Atlanta placed the lowest overall importance on working from home in Question 19, it is equally unsurprising that those cities reported a preference for working a smaller number of days at home (2) than every other city (3) other than Minneapolis (which was also 2).

### Gender and Ethnicity

Female partners expressed a preference for working a greater number of days at home (3) than male partners (2).

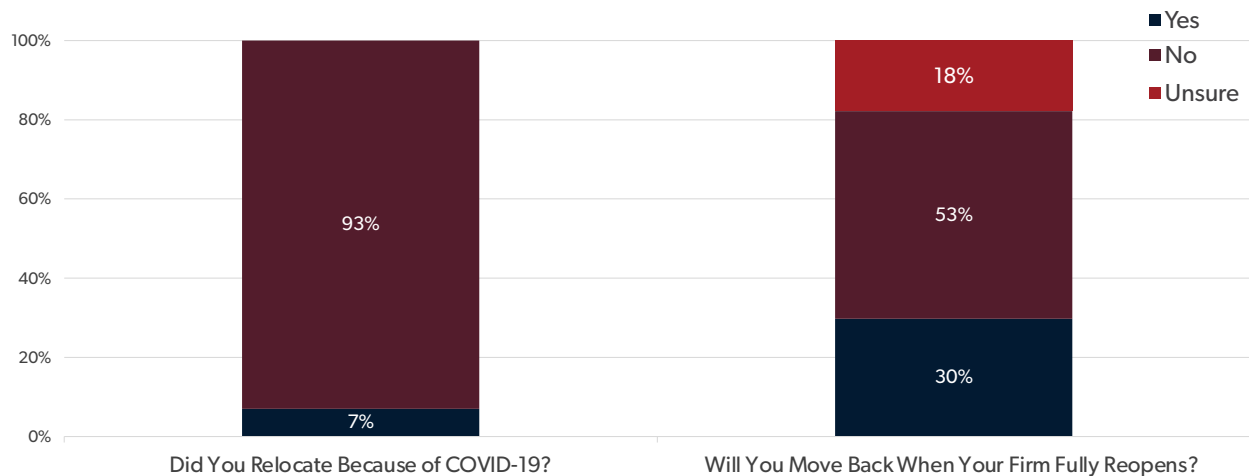
Black, Hispanic and Asian Pacific partners also expressed a preference for working a greater number of days at home (3) than White partners (2).



# CHANGE IN GEOGRAPHY

Question 11h asked respondents whether they changed their geographical location because of the pandemic, and Question 11i asked those respondents who did change their geographical location whether they would be moving back when their firm fully reopened. A total of 1,754 respondents answered Question 11h and 118 respondents answered Question 11i. Only 7% of respondents said they changed their geographic location because of the pandemic. Of those who did move, 30% said they expected to move back to their former home when their firm fully reopened, 53% said they would not and 18% were unsure.

## EXHIBIT 2.4 – CHANGE IN GEOGRAPHY



## Partnership Tenure and Partnership Status

Somewhat surprisingly, the 20+ years tenure grouping had a slightly higher percentage of partners reporting they changed their geographic location (9%) than each of the other tenure groupings (all 6%). Equity partners also had a slightly higher percentage of partners reporting they changed their geographic location (8%) than Non-Equity partners (5%).

On the other hand, the more junior the tenure grouping the less likely the respondents were to report that they were planning to move back when their firms fully reopened (1-5 years, 21%; 6-10 years, 22%; 11-20 years, 32%; and 20+ years, 37%). Conversely, a slightly higher percentage of Equity partners reported that that they were planning to move back (31%) than Non-Equity partners (27%).

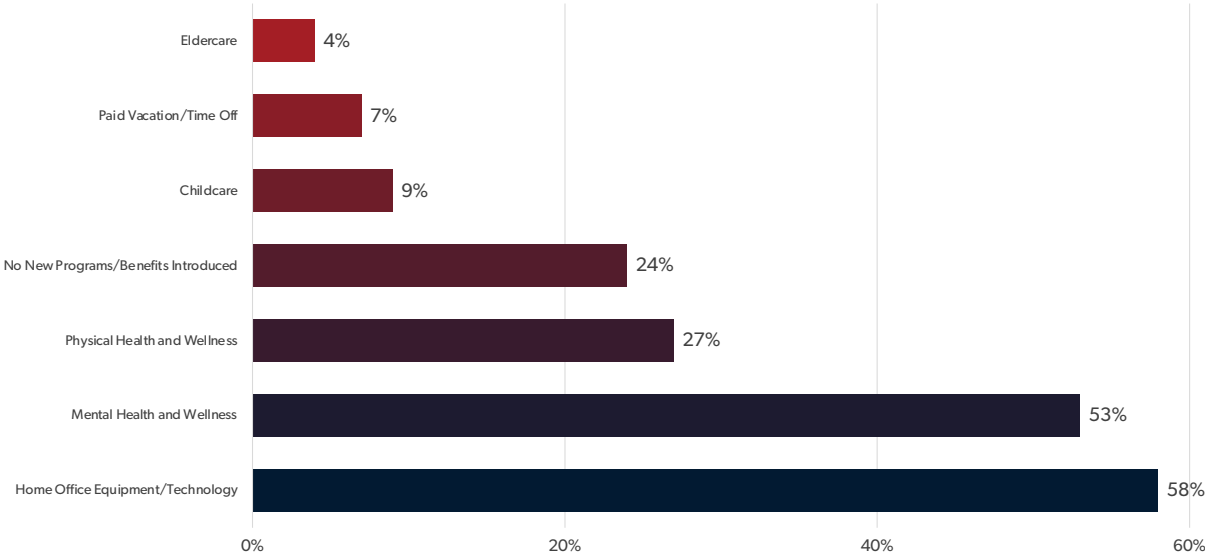
## City

New York had the highest percentage of partners who changed their geographic location because of the pandemic (16%), followed closely by San Francisco at 15% and Philadelphia at 11%. Minneapolis, Boston and Miami had the lowest percentages at 0%, 1% and 2%, respectively. Eighty-two percent (82%) of San Franciscans who moved reported that they would not be moving back when their firms fully reopened, compared to 50% of Philadelphians and 46% of New Yorkers. Although certain cities had a higher percentage of respondents reporting that they would not be moving back, those cities had a much lower percentage of respondents reporting that they were moving in the first place.

# HEALTH AND WELL-BEING PROGRAMS AND BENEFITS

Question 11j asked respondents whether their firm introduced or increased certain health and well-being programs and benefits as a result of the pandemic. A total of 1,739 respondents answered this question. Home Office Equipment/Technology was the benefit/program most frequently cited by respondents as having been increased or introduced by their firms as a result of the pandemic, with 58% of respondents noting it. The next highest categories were Mental Health and Wellness (53%) and Physical Health and Wellness (27%). A surprising 24% of respondents said their firms introduced No New Programs/Benefits, and Childcare, Eldercare and Paid Vacation/Time Off were cited by only 9%, 4% and 7% of respondents, respectively.

## EXHIBIT 2.5 – HEALTH AND WELL-BEING PROGRAMS AND BENEFITS INTRODUCED OR INCREASED IN COVID-19



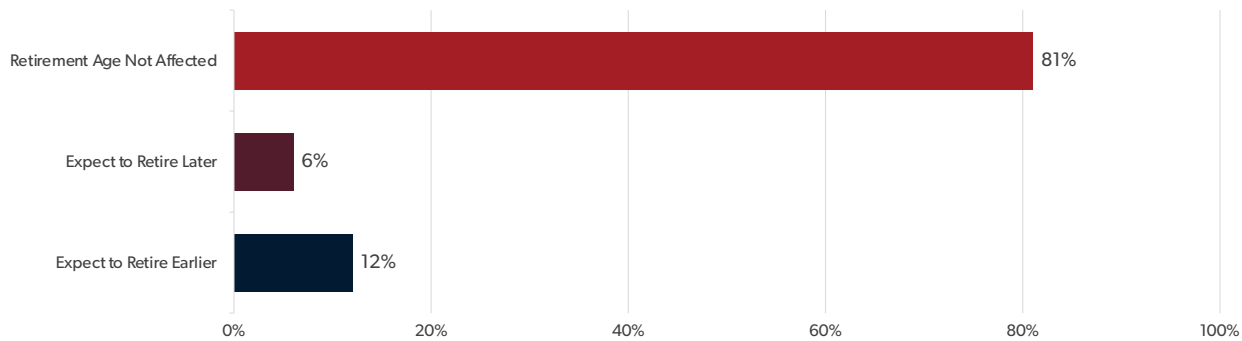
### City

The provision of new or increased health and well-being programs and benefits varied widely by geography. Atlanta respondents reported the lowest number of new/increased programs, by far, followed by Miami. At the opposite end of the spectrum, Seattle, Silicon Valley and San Francisco respondents reported the highest number of new or increased programs and benefits.

# RETIREMENT AGE

Question 16 asked respondents at what age they expected to retire. A total of 1,590 respondents answered this question. The average age of expected retirement was 64.48 years. Question 16a asked respondents whether the pandemic affected their anticipated retirement age. A total of 1,746 respondents answered this question. 12% of respondents said they expected to retire earlier, 6% said they expected to retire later and 81% said that it did not affect their decision.

### EXHIBIT 2.6 – CHANGE IN RETIREMENT AGE



### Partnership Tenure and Partnership Status

Perhaps not surprisingly, the average age of anticipated retirement grew steadily by tenure grouping, rising from 62 for the 1-5 years grouping up to 68 for the 20+ years grouping.

The more senior tenure groupings were generally more likely to say they expected to retire earlier because of the pandemic (18% of respondents from the 11-20 years grouping and 12% from the 20+ years grouping, vs. 8% for the 1-5 years grouping and 11% for the 6-10 years grouping). Interestingly, and somewhat paradoxically, the expectation to retire later also rose by seniority, from 4% for the 1-5 years grouping up to 9% for the 20+ years grouping.

Equity partners and Non-Equity partners reported nearly identical expected retirement ages, at 65 and 64, respectively.

Equity partners were also nearly twice as likely as Non-Equity partners to say they expected to retire earlier because of the pandemic (15% vs. 8%).

### City

Anticipated retirement ages varied by city, with a low of 63 in several cities and a high of 65 in several others.

Partners from Palo Alto/ Silicon Valley were the least likely, by far, to say that the pandemic had affected their anticipated retirement age either way, with 96% saying it would have no impact. The next closest city was Dallas at 88%. Minneapolis had the highest percentage of respondents indicating that they expected to retire earlier (19%) while Philadelphia had the highest percentage of respondents indicating that they expected to retire later (11%).

### Gender and Ethnicity

Male partners reported an anticipated retirement age of 65 vs. 63 for female partners.

An equal percentage (81%) of both male and female partners reported that the pandemic would not impact their anticipated retirement age.

Anticipated retirement ages varied by ethnicity, with a low of 63 for Asian Pacific partners and partners classifying themselves as Mixed Races, and a high of 65 for White partners.

Although Black partners were less likely to report an impact on their anticipated retirement age (76%) than White (81%), Hispanic (83%) and Asian Pacific partners, Black partners who did report a change were more likely to say they expected to retire earlier (18%) than the other groups (12%, 14% and 14%, respectively).

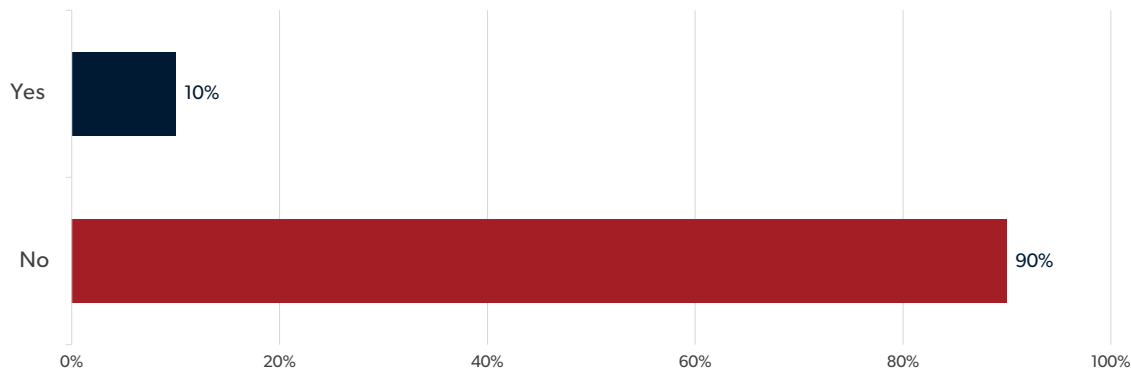
# IMPACT ON FULL-TIME/PART-TIME STATUS

Question 17 asked respondents whether they worked full time or part time. A total of 1,753 respondents answered this question. Ninety-seven percent (97%) of respondents said they worked full-time and 3% said they worked part-time. Question 17a asked respondents who responded that they worked part-time what their work schedule was, expressed as a percentage of what full-time partners at their firm are expected to work. A total of 56 respondents answered this question. The average work schedule for these partners was 62.5% of a full-time partner’s work schedule.

Question 17b asked respondents whether their ability to work full time/part time had been adversely affected by the pandemic. A total of 1,750 respondents answered this question. 10% of respondents said that their work schedule had been adversely impacted by the pandemic. Question 17c asked respondents whose schedule was adversely affected to what extent it had been adversely affected, expressed as a percentage of what they were previously able to work before the pandemic. A total of 180 respondents answered this question. The average reduction in work was 22%. The average total number of billable/non-billable hours (2,202) reported this year is only about 2% lower than the average total number of billable/non-billable hours recorded in our 2018 and 2020 Surveys (both 2,252).

## EXHIBIT 2.7 – IMPACT ON WORK SCHEDULE

Has Your Work Schedule Been Adversely Impacted by COVID-19?



### Partnership Tenure and Partnership Status

The more junior the tenure grouping the more likely the respondent’s work schedule was impacted by the pandemic. Fifteen percent (15%) of partners in the 1-5 years grouping reported being impacted, vs. 14%, 9% and 5%, respectively, for partners in the 6-10 years, 11-20 years and 20+ years groupings. Partners in the 6-10 years grouping reported the greatest percentage impact (-28%) and partners in the 20+ years grouping reported the lowest impact (-18%).

Similarly, Non-Equity partners were twice as likely to report being impacted as Equity partners (16% vs. 8%), although their respective reductions in hours were much closer (-24% and -20%, respectively).

## Practice Area

Analyzing the data by Practice Area, 13% of Litigation partners reported being impacted, vs. a low of 8% for Corporate, Tax & ERISA and Real Estate partners. Corporate partners reported the greatest impact (-30%) and Tax & ERISA partners reported the lowest (-17%).

## City

San Francisco and Los Angeles partners were most likely to report being impacted (22% and 19%, respectively), vs. a low of 3% for Minneapolis partners and 4% each for Miami and Houston partners.

## Gender and Ethnicity

Female partners were much more likely than male partners to report an impact (18% vs. 8%), although their reductions in hours did not reflect as great a difference (-24% and -20%, respectively).

Similarly, Asian Pacific partners were much more likely to report an impact (19%) than White, Black and Hispanic partners (10%, 8% and 6%, respectively).

*For the complete results, please refer to [Appendix II - Impact of COVID-19 on Ability to Work Remotely, Geographic Location, Firm Programs and Benefits, Anticipated Retirement Age, and Full-Time/Part-Time Status](#).*



# Compensation, Originations, Receipts, Billing Rates and Hours

Questions 8 through 13 (not including questions 11a-11j) of the Survey dealt with the principal practice metrics of the respondents for the 2021 fiscal year, and address total compensation, total originations, total working attorney receipts, standard hourly billing rate, standard billing rate discount, total billable hours and total non-billable hours. These key practice metrics were then sorted by the following categories:

- › Partnership Tenure
- › Partnership Status
- › Practice Area
- › City
- › Compensation Transparency
- › Lockstep Type
- › Gender
- › Ethnicity

## COMPENSATION

A total of 1,755 partners provided their compensation data, with reported compensation ranging from less than \$150,000 (31 respondents) to more than \$8,000,000 (15 respondents). Average compensation for all partners was \$1,119,000, up 15% from 2020 (\$970,000). Median compensation was \$675,000.<sup>3</sup>

### Partnership Tenure and Partnership Status

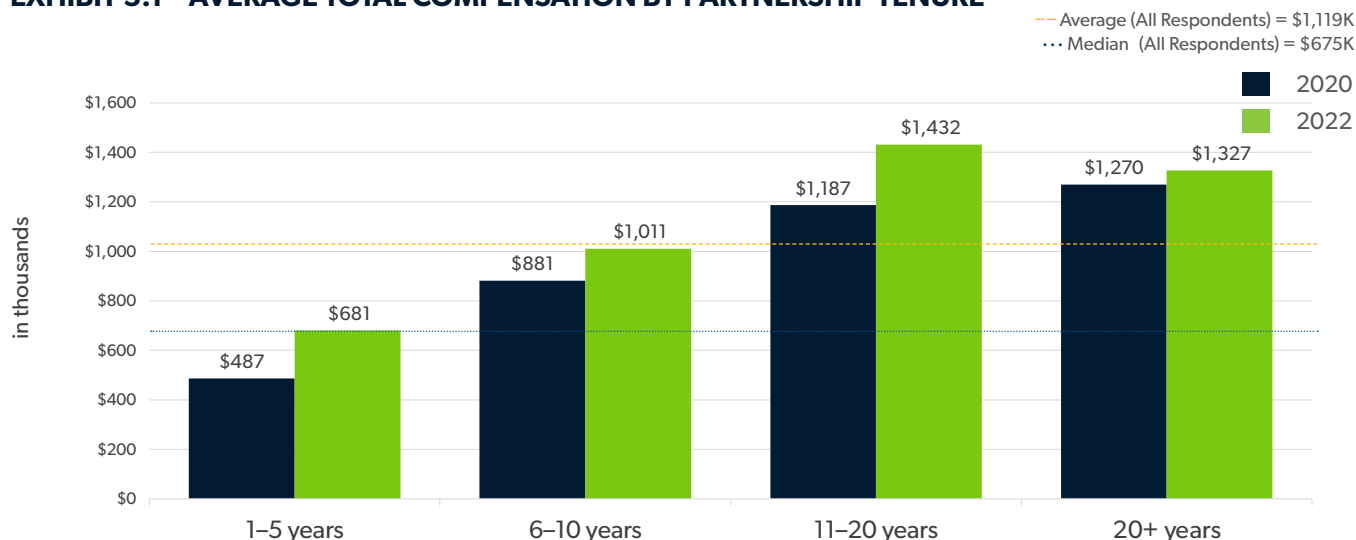
When sorted by Partnership Tenure, average compensation climbs steadily by tenure grouping for the first three tenure groupings, from an average of \$681,000 for those in the 1-5 years category up to \$1,432,000 for those in the 11-20 years category. However, unlike prior years, average compensation for the 20+ years grouping was lower than for the 11-20 years grouping, \$1,327,000. All four tenure groupings show increases in compensation over 2020. However, while the first three groupings show a sharp increase over 2020 (1-5 years (+40%), 6-10 years (+15%), 11-20 years (+21%)), the 20+ years grouping reflects only a 4% increase.

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<sup>3</sup> In many instances, this Report compares the results of the 2022 Survey with those of the 2020 Survey. However, it is important to note that due to the pandemic the 2020 Survey was targeted to a narrower range of partners (i.e., only partners at AmLaw 200-size firms and not also those at NLJ 350- and Global 100-size firms). For 2022, we have returned to the broader range of partners. Consequently, we have normalized the 2020 data for the sections of this Report covering Questions 8-11 and 12-13 of the Survey (total compensation, total originations, total working attorney receipts, standard hourly billing rate and discount, total billable hours and total non-billable hours) to adjust for the narrower range of partners surveyed in 2020 in order to make these comparisons more meaningful. However, the Appendices to this Report include both the actual and the normalized data for 2020. This normalized data is reflected in the included charts as “2020 Adj.”

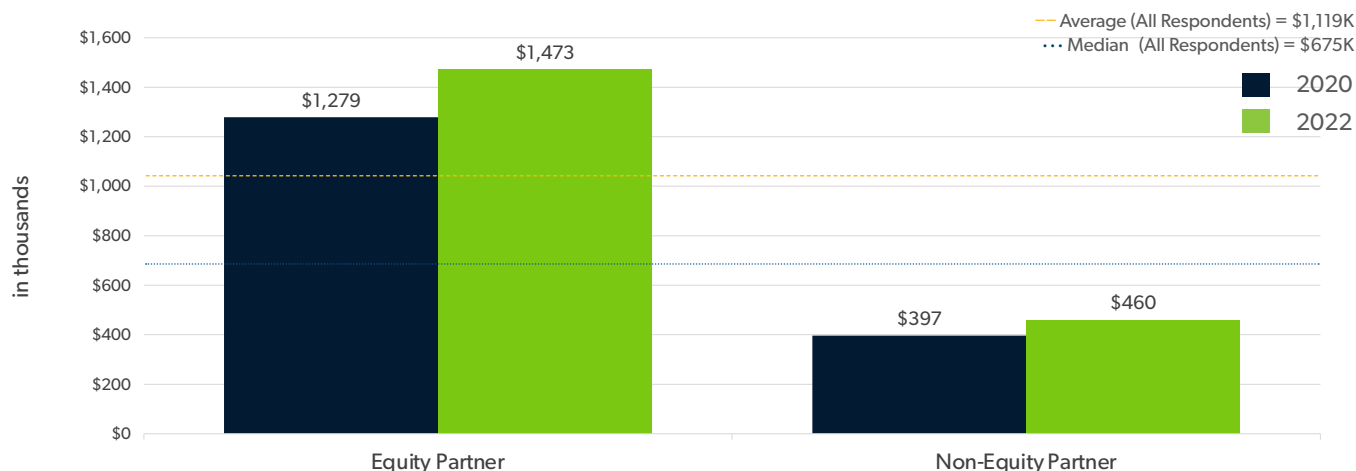


### EXHIBIT 3.1 – AVERAGE TOTAL COMPENSATION BY PARTNERSHIP TENURE



As in our 2020 Survey, Equity partners continue to average more than three times the total compensation of their Non-Equity colleagues (\$1,473,000 vs. \$460,000). While the vast majority of Non-Equity partners earn less than \$500,000, Equity partner pay levels show greater spread: 48% of Equity partners report total compensation of over \$1 million, compared to only 4% of Non-Equity partners. As in 2020, Equity and Non-Equity partners saw similar percentage gains in compensation: Average compensation for Equity partners rose by 15% over 2020, from \$1,279,000 to \$1,473,000, while Non-Equity partner compensation rose by 16%, from \$397,000 to \$460,000.

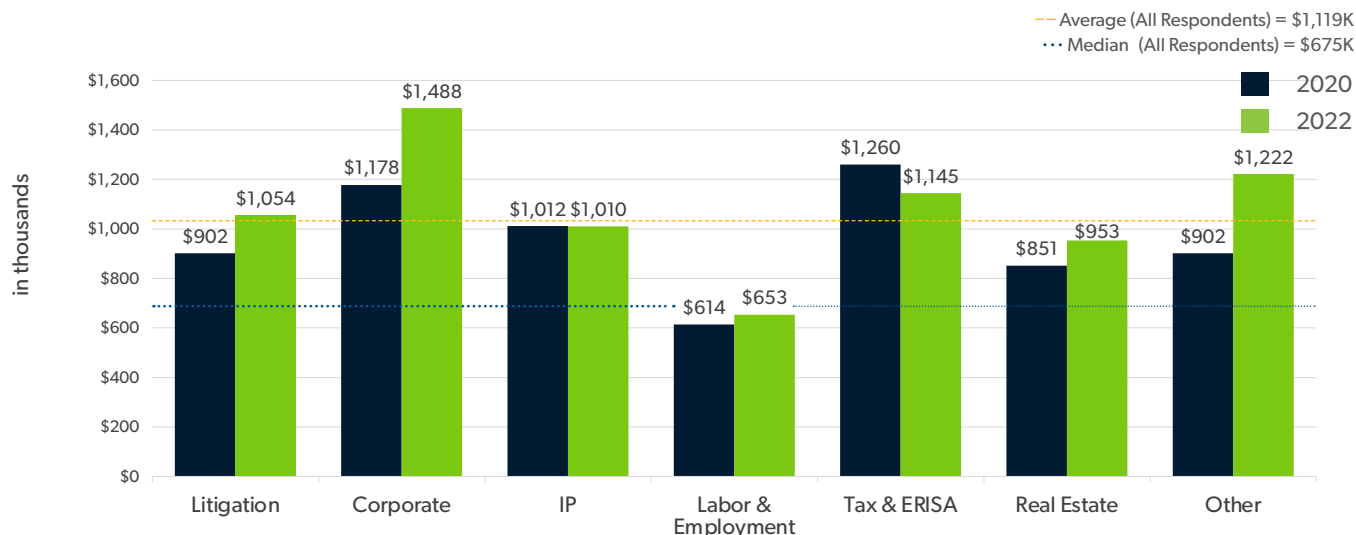
### EXHIBIT 3.2 – AVERAGE TOTAL COMPENSATION BY PARTNERSHIP STATUS



#### Practice Area

Among the seven practice areas grouped for purposes of this Report, Corporate partners reported the highest average total compensation and the highest percentage increase (\$1,488,000; +26%) with Labor & Employment partners reporting the lowest average total compensation (\$653,000; +6%). Tax & ERISA partners reported the only decline in average total compensation from 2020 (\$1,145,000; -9%) while IP partners' average total compensation stayed virtually flat (\$1,010,000; 0%). Litigation partners recorded the second highest percentage increase in total compensation, rising 17% to \$1,054,000.

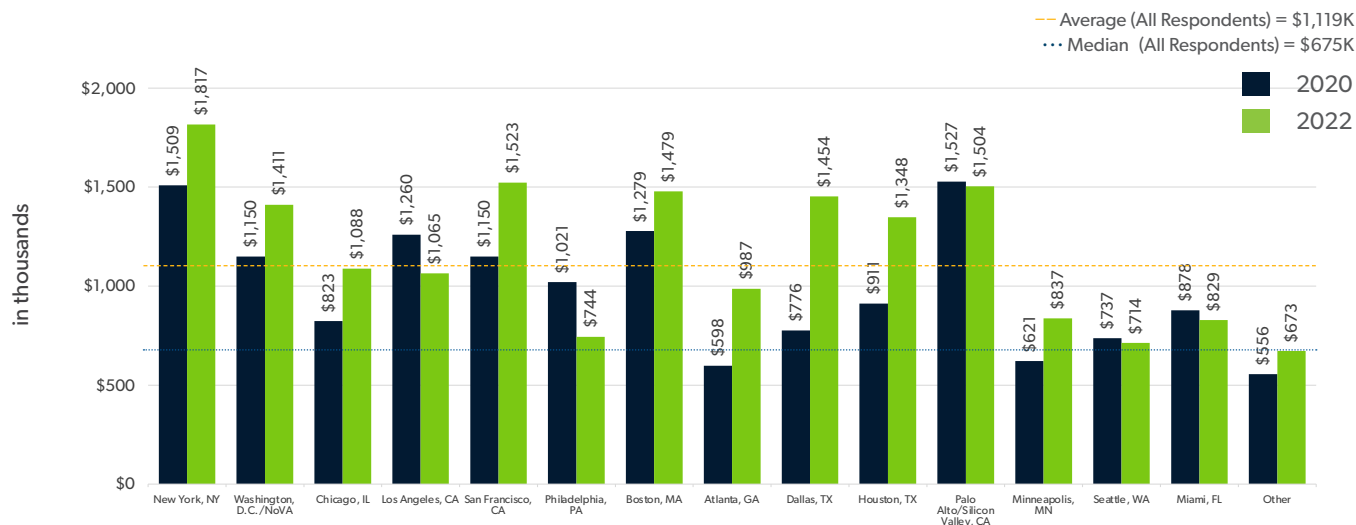
### EXHIBIT 3.3 – AVERAGE TOTAL COMPENSATION BY PRACTICE AREA



#### CITY<sup>4</sup>

The disparity in compensation among cities continues to be pronounced. Average total compensation ranged from a low of \$714,000 in Seattle (-3%) to a high of \$1,817,000 in New York (+20%). Interestingly, some of the smaller major cities showed the highest percentages gains: Dallas (\$1,454,000; +87%), Atlanta (\$987,000; +65%), Houston (\$1,348,000; +48%) and Minneapolis (\$837,000; +31%). Philadelphia (-27%), Los Angeles (-15%) and Miami (-6%) showed the greatest percentage declines.

### EXHIBIT 3.4 – AVERAGE TOTAL COMPENSATION BY CITY



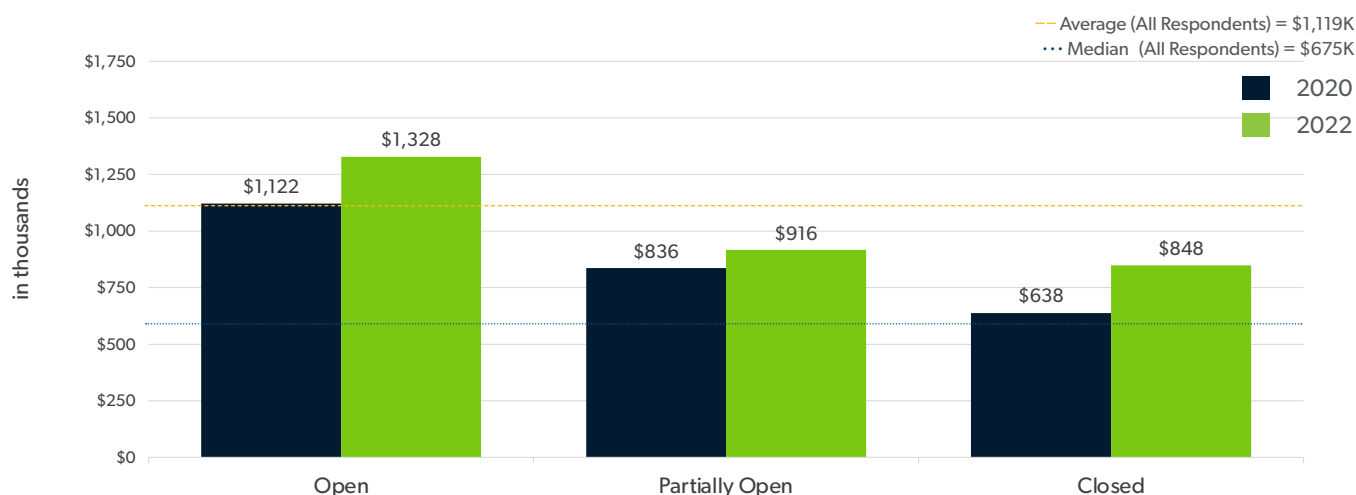
<sup>4</sup> The 14 named cities shown in Exhibit 3.4 were chosen based on their total response counts. All cities had at least 30 respondents (with the exception of Seattle at 27). New York and Washington, D.C., had over 200 respondents and Chicago and Los Angeles each had over 100 respondents.

## COMPENSATION TRANSPARENCY AND LOCKSTEP TYPE

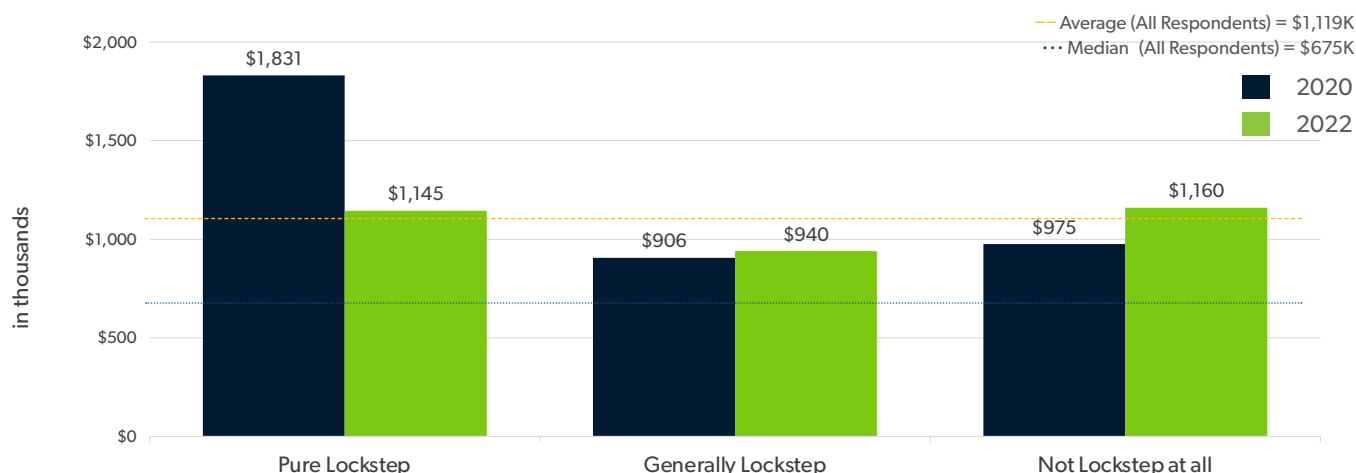
As in our prior Surveys, partners in Open compensation systems reported significantly higher average compensation (\$1,328,000; +18%) compared to partners in Partially Open and Closed systems. Average compensation for partners in Partially Open systems rose 10%, to \$916,000, and partners in Closed systems saw a whopping 33% increase, to \$848,000. Though still lagging behind partners in Open and Partially Open systems, this year's increase for Closed systems has significantly narrowed the gap between Closed and Partially Open systems.

When sorted by Lockstep Type, Pure Lockstep<sup>5</sup> partners reported average compensation of \$1,145,000 (a 37% decrease from 2020, which ably demonstrates how small populations can significantly skew results). Average compensation for Non-Lockstep and Generally Lockstep partners rose 19% and 4%, respectively, to \$1,160,000, and \$940,000, respectively.

### EXHIBIT 3.5 – AVERAGE TOTAL COMPENSATION BY COMPENSATION TRANSPARENCY



### EXHIBIT 3.6 – AVERAGE TOTAL COMPENSATION BY COMPENSATION SYSTEM



<sup>5</sup> Because the population size for the Pure Lockstep category (38 respondents) is much lower than for the other categories, which had 1,352 (Non-Lockstep) and 339 (Generally Lockstep) responses, it is difficult to draw meaningful conclusions for this category due to potential greater sampling variance in the reported data.

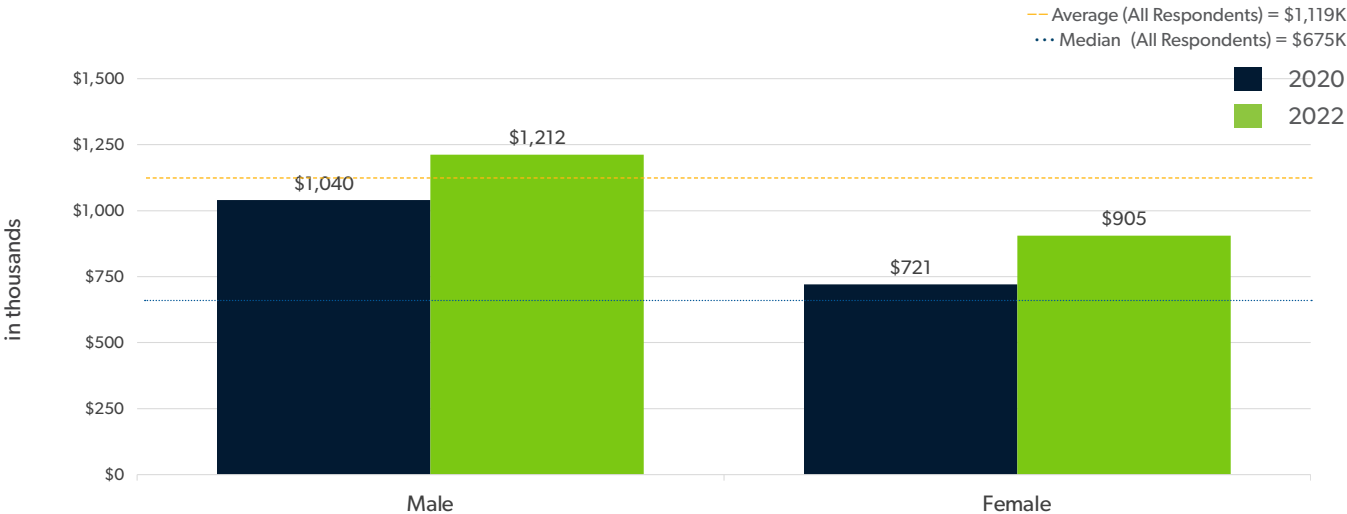
GENDER AND ETHNICITY

As in our prior Surveys, when data are sorted by gender, male partners’ average compensation continues to significantly outpace that of female partners (\$1,212,000 vs. \$905,000), though female partners’ compensation once again rose at a much higher rate than that of male partners (+26% vs. +17%). While the average male partner’s total compensation is still 34% more than the average female partner’s, the wage gap has narrowed significantly from the 53% differential reported in our 2018 Survey and the 44% differential reported in 2016 and 2020. One can only hope that these gains reflect that firms are finally getting the message, though much more work needs to be done.

The ethnic categories used in the Survey and this Report track those previously used by the American Bar Association. The number of respondents by ethnic category was as follows: White, (1,413), Black (39), Hispanic (77), Asian Pacific (79), American Indian (2), Native Hawaiian or Pacific Islander (2), Mixed Races (30). Historically, because of the relatively small number of non-White respondents, it has been difficult to draw statistically meaningful conclusions for those categories.<sup>6</sup> This is also true with regard to other sections of this Report, especially where data is sorted by City, as the fewer the number of respondents, the more susceptible the numbers are to sampling variation. However, we are delighted by the large increase in responses from respondents in the non-White categories since 2018 and would like to thank the leadership and members of the National Bar Association, the Asian Pacific American Bar Association, the National Hispanic Bar Association and the Diverse Partners Network for promoting the Survey to their members. We look forward to sharing additional data and commentary with these organizations and the entire legal community.

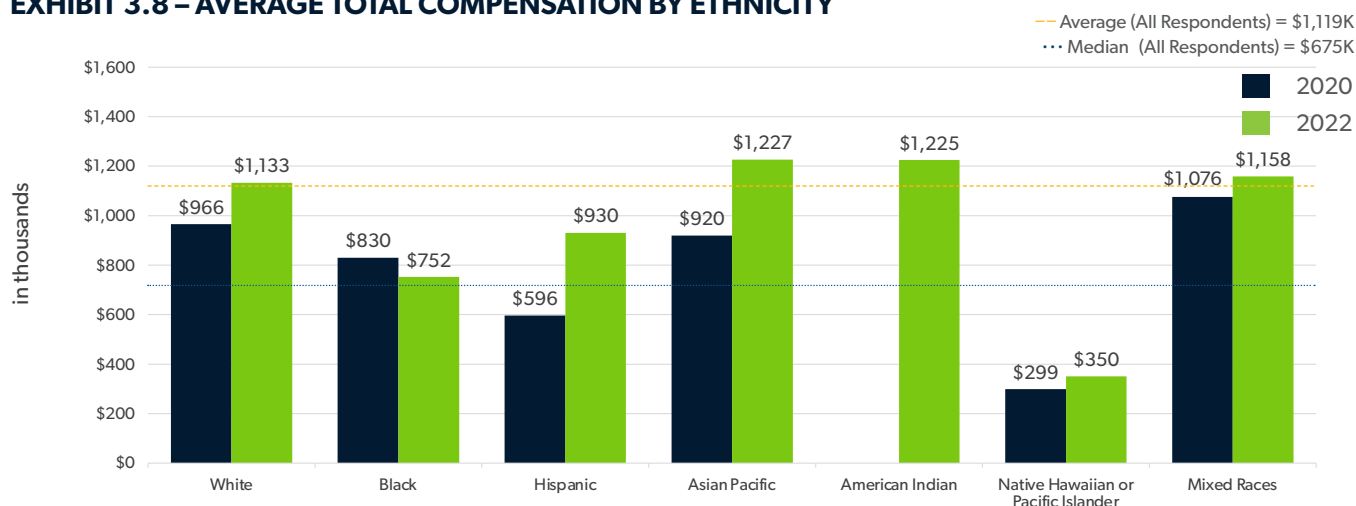
The average total compensation for those identifying with a non-White ethnicity is 10% lower than that of White partners (\$1,030,000 vs. \$1,133,000). Hispanic partners reported a 56% increase in compensation, followed by a 33% increase for Asian Pacific partners and a 17% increase for White partners. Black partners were the only category to report a decline (-9%).

EXHIBIT 3.7 – AVERAGE TOTAL COMPENSATION BY GENDER



<sup>6</sup> In 2018, the number of respondents by ethnic category was as follows: White (1,030), Black (24), Hispanic (29), Asian Pacific (55), American Indian (1), Native Hawaiian or Pacific Islander, Mixed Races (22).

### EXHIBIT 3.8 – AVERAGE TOTAL COMPENSATION BY ETHNICITY



## ORIGINATIONS

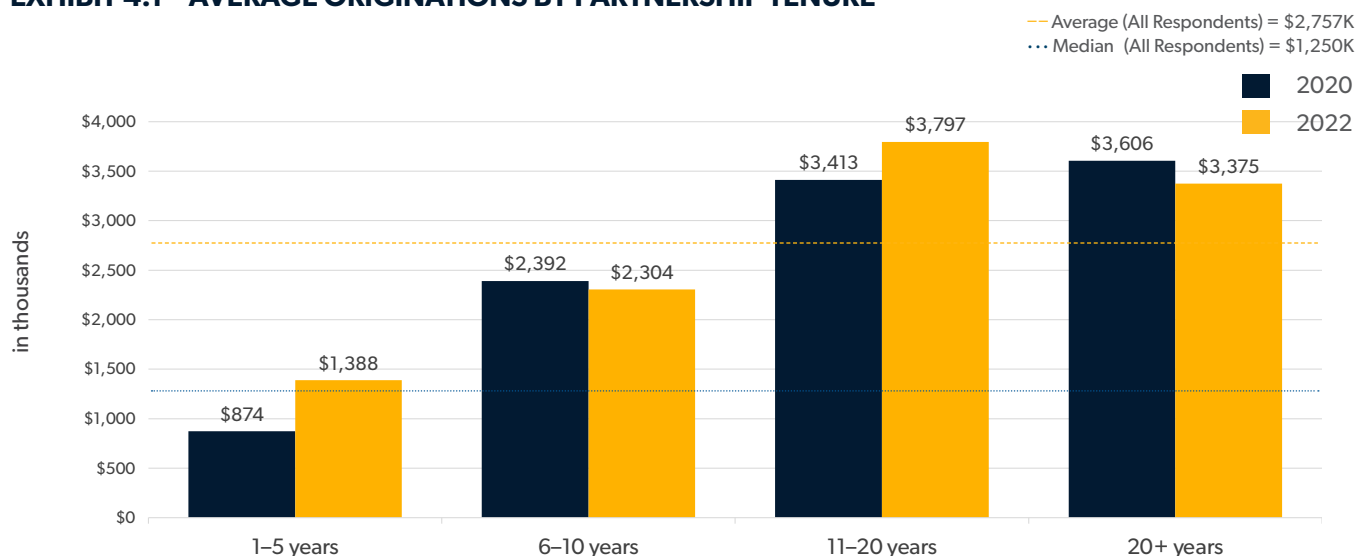
A total of 1,691 respondents provided their originations data, with reported originations ranging from less than \$100,000 (166 respondents) to more than \$30 million (13 respondents).

### PARTNERSHIP TENURE AND PARTNERSHIP STATUS

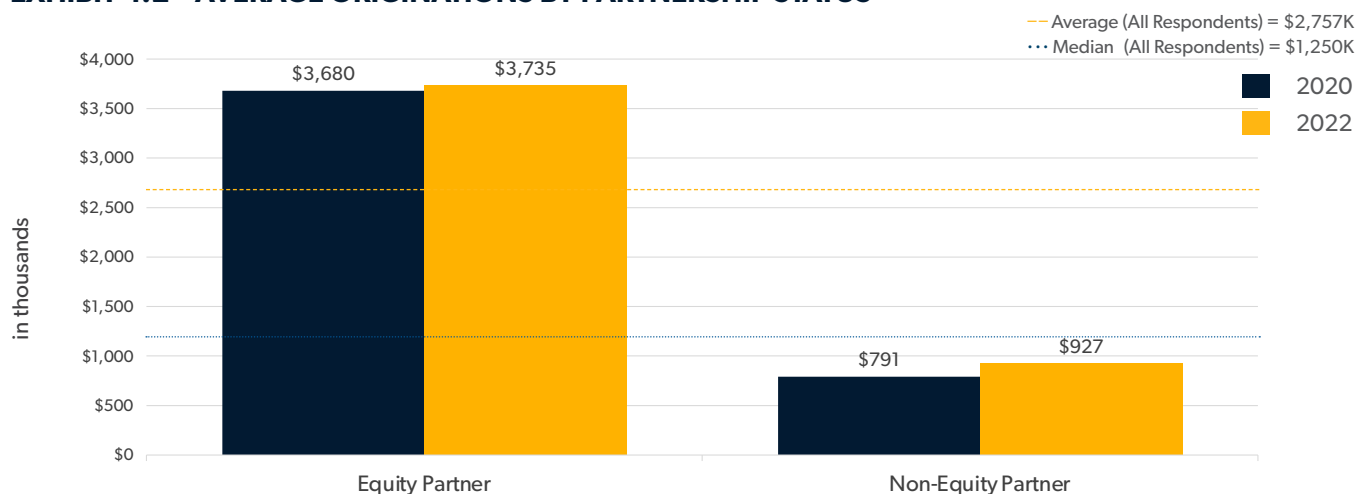
As in 2020, the results for 2022 were mixed among tenure groupings. The 1-5 years grouping showed an astonishing increase (\$1,388,000; +59%), followed by a more moderate increase for those in the 11-20 years grouping (\$3,797,000; +11%). Those in the 6-10 years grouping and the 20+ years grouping once again both showed moderate declines (\$2,304,000; -4% and \$3,375,000; -6%, respectively).

Equity partners and Non-Equity partners both reported increases in average originations, though the increase for Equity partners was quite small (\$3,735,000; +1% and \$927,000; +17%, respectively). Thus, Equity partners continue to originate more than four times the amount of business generated by Non-Equity partners, which is consistent with each of our previous Surveys. Median origination for Equity partners was \$2,050,000, while the median for Non-Equity partners was \$550,000.

### EXHIBIT 4.1 – AVERAGE ORIGINATIONS BY PARTNERSHIP TENURE



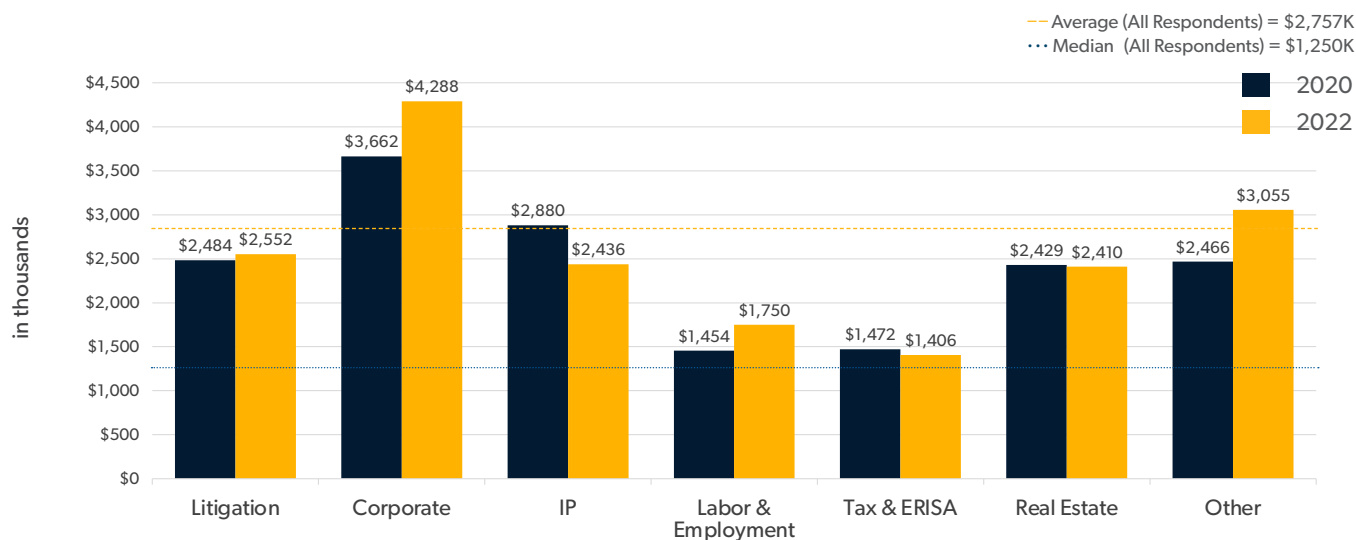
## EXHIBIT 4.2 – AVERAGE ORIGINATIONS BY PARTNERSHIP STATUS



## PRACTICE AREA

At the high end, Corporate partners reported average originations of \$4,288,000 (+17%), and on the low end, Tax & ERISA partners reported \$1,406,000 in originations (-4%).

## EXHIBIT 4.3 – AVERAGE ORIGINATIONS BY PRACTICE AREA



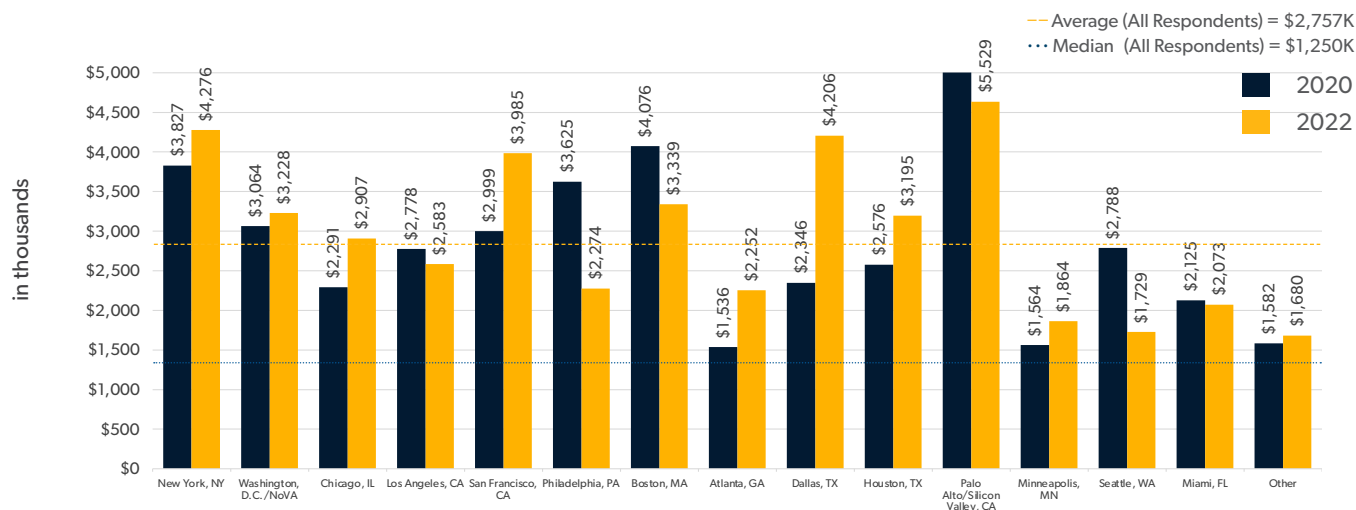
## CITY

Origination trends by City tended to follow compensation trends. Average originations ranged from a low of \$1,729,000 in Seattle (-38%) to a high of \$4,633,000 in Palo Alto/Silicon Valley (-16%). New York was next highest, rising 12% to \$4,276,000, and, surprisingly, Dallas was only slightly behind at \$4,206,000 (+79%). Other cities posting remarkable jumps in originations include Atlanta (+47%; \$2,252,000), San Francisco (+33%; \$3,985,000), Chicago (+27%; \$2,907,000) and Houston (+24%; \$3,195,000).

Seattle reported the largest percentage decline in originations (-38%; \$1,729,000), followed by Philadelphia (-37%; \$2,274,000), Boston (-18%; \$3,339,000) and Palo Alto/Silicon Valley (-16%).



## EXHIBIT 4.4 – AVERAGE ORIGINATIONS BY CITY



## COMPENSATION TRANSPARENCY AND LOCKSTEP TYPE

Partners in Open compensation systems (\$3,203,000; +3%) continued to report average originations much higher than their Partially Open (\$2,156,000; +12%) and Closed compensation system (\$2,278,000; +30%) counterparts, though for the first time ever Closed compensation system partners reported average originations higher than Partially Open compensation system partners. This mirrors the extremely strong gains made by Closed compensation system partners in compensation as noted above. We continue to believe the wide disparity in originations among these groups accounts for much of the disparity in these groups' respective average compensation.

Partners at firms that are Generally Lockstep and Non-Lockstep recorded 9% and 6% increases, respectively, in originations (\$2,247,000 and \$2,853,000, respectively). The 36 partners who classified themselves as Pure Lockstep reported a 65% decrease, from \$8,225,000 to \$2,887,000, again demonstrating the effects of sampling variance for low populations.

## EXHIBIT 4.5 – AVERAGE ORIGINATIONS BY COMPENSATION TRANSPARENCY

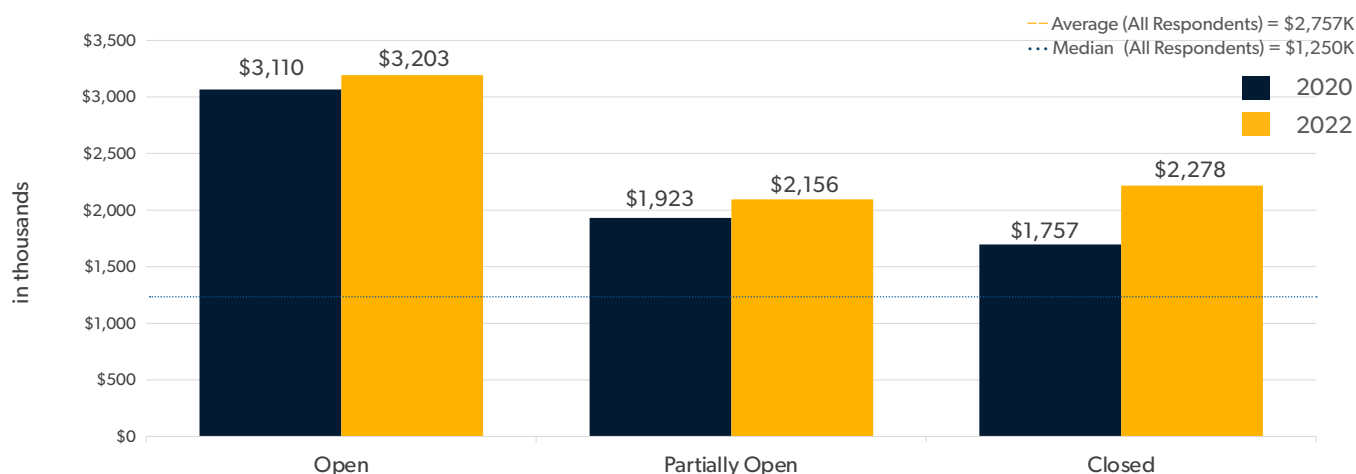
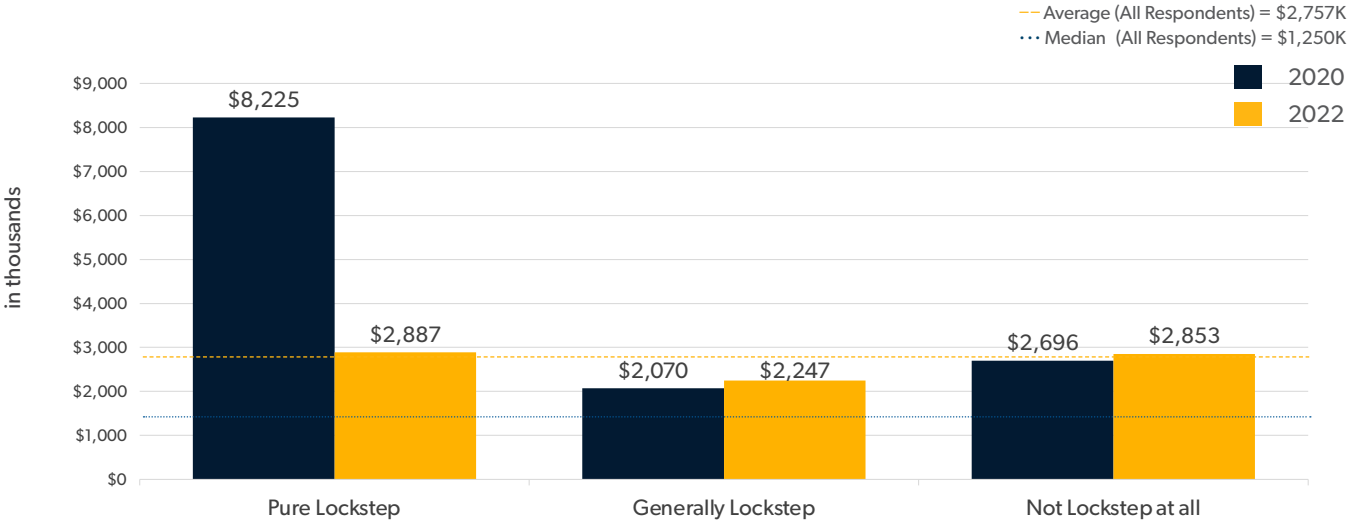


EXHIBIT 4.6 – AVERAGE ORIGINATIONS BY COMPENSATION SYSTEM



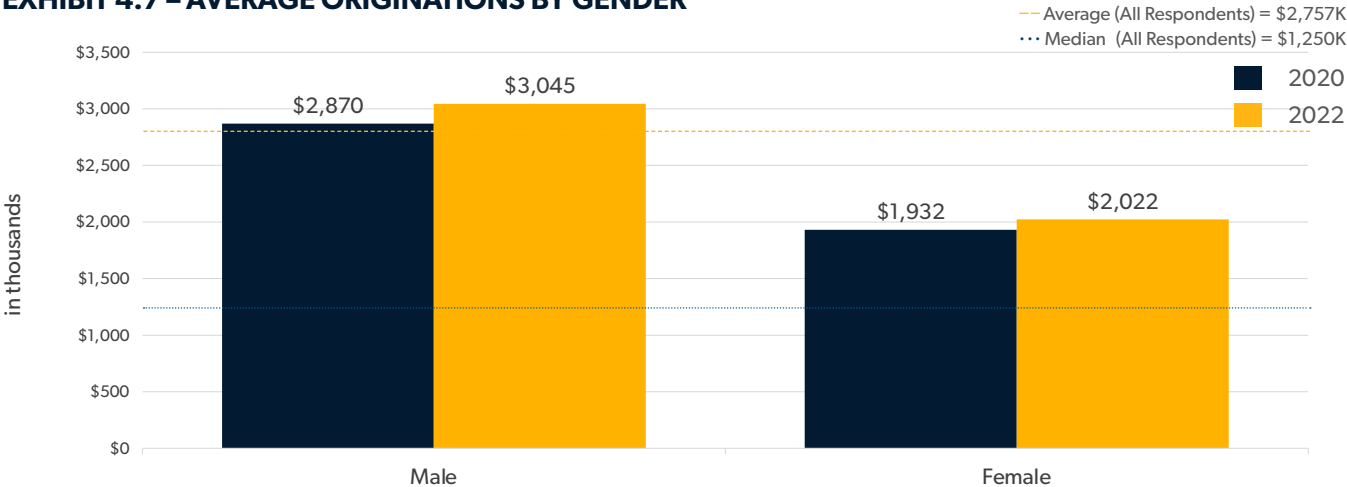
Gender and Ethnicity

Male partners continue to significantly outpace female partners in originations. Male partners reported average originations of \$3,045,000, representing a 6% gain over 2020. Female partners reported a 5% increase, with average originations of \$2,022,000, down from the huge 19% increase they reported in 2020.

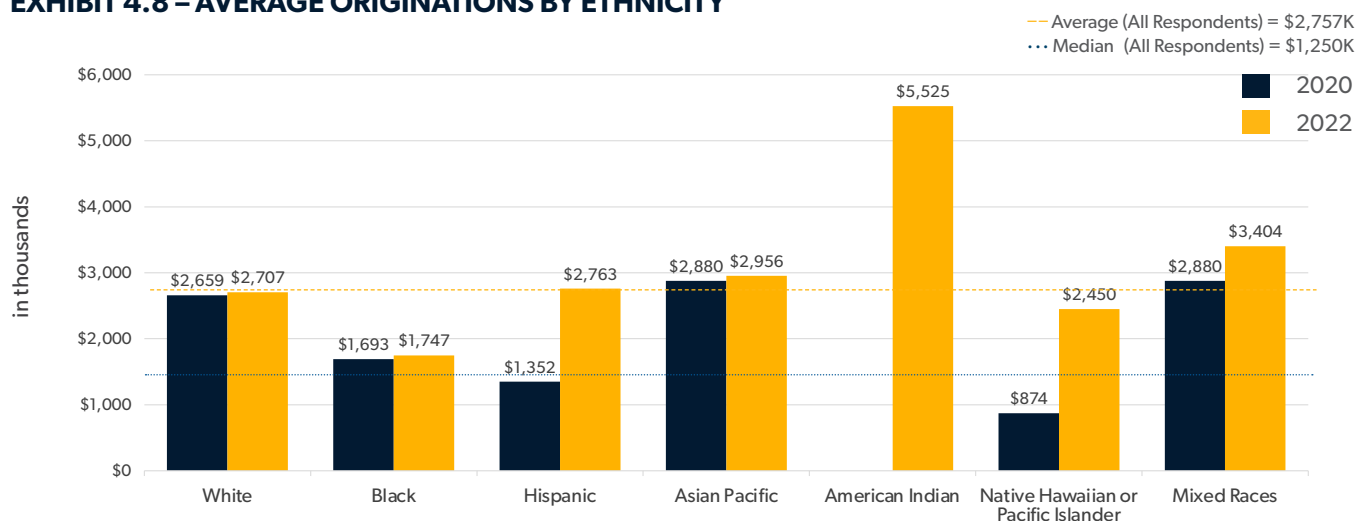
As we noted in our 2018 Report and reiterated in our 2020 Report, regression analysis suggests that 75% of variation in compensation is accounted for by originations and hourly rate. Given that male partners’ average originations are approximately 50% higher than female partners’, and that male partners’ average hourly rate is approximately 5% higher than female partners’, there is little wonder why the average compensation for male partners is 34% higher than for female partners. Thus, the question remains: why are male partners’ originations and hourly rates higher?

Originations for non-White partners were \$2,763,000, the first time non-White partner average originations exceeded those of White partners. Hispanic partners reported a whopping 104% increase (\$2,763,000) while Black partners and Asian Pacific each reported a 3% increase (\$1,747,000 and \$2,956,000, respectively). White partners averaged \$2,707,000 in originations.

EXHIBIT 4.7 – AVERAGE ORIGINATIONS BY GENDER



## EXHIBIT 4.8 – AVERAGE ORIGINATIONS BY ETHNICITY



For the complete results, please refer to [Appendix IV – Average Total Originations](#).

## WORKING ATTORNEY RECEIPTS

A total of 1,634 respondents provided their working attorney receipts (WAR) data, with reported WAR ranging from less than \$100,000 (21 respondents) to over \$5 million (54 respondents). Average WAR for all respondents was \$1,378,000, up 17% from 2020 (\$1,176,000).

All tenure groupings reported strong gains in WAR, ranging from 14% for the 6-10 years grouping (\$1,434,000) to 23% for the 1-5 years grouping (\$1,200,000).

Equity partners and Non-Equity partners posted similar percentage increases in average WAR (\$1,555,000; +17% and \$1,049,000; +15%, respectively). The disparity in total compensation continues to suggest that originations rather than billable hours/WAR continue to have a greater bearing on compensation levels.

The results among practice areas were mixed. Corporate partners reported both the biggest percentage increase in WAR (+33%) and the highest dollar amount (\$1,711,000). IP partners posted the biggest percentage decline of the enumerated practice areas (-6%; \$1,179,000), while Labor & Employment partners reported the lowest WAR by dollar amount (\$962,000; +5%).

Every city with the exception of Miami (\$1,024,000; +0%) reported an increase in WAR, ranging from +2% for Seattle (\$938,000) to +55% in Dallas (\$1,586,000).

Similarly, all compensation systems posted large gains in WAR: Open (\$1,427,000; +15%), Partially Open (\$1,403,000; +22%) and Closed (\$1,272,000; +26%).

Despite male partners earning significantly more (34%) than female partners, their WAR remains fairly close at \$1,441,000 (+19%) and \$1,217,000 (+15%), respectively, a difference of only 18%.

For the complete results, please refer to [Appendix V – Average Total Working Attorney Receipts](#).

## BILLING RATES, DISCOUNTS, BILLABLE HOURS AND NON-BILLABLE HOURS

A total of 1,714 respondents provided their hourly billing rate data. Hourly billing rates ranged from less than \$50 (1 respondent) to greater than \$2,400 (1 respondent), though the majority (42%) had a standard rate between \$550 and \$999, while 30% bill over \$1,000. The average billing rate for all respondents was \$819, up \$42 (+5%) from 2020.

The gap in billing rates between Equity and Non-Equity partners is much smaller than their compensation gap (\$876 vs. \$712, or a 23% difference in billing rates (down from 31% in 2020) vs. a 320% difference in compensation). Average billing rates for Non-Equity partners rose 10% over 2020 compared to only a 3% increase for Equity partners. Thus, while billing rates for Non-Equity partners climb toward parity with Equity partners, the compensation gap remains virtually unchanged.

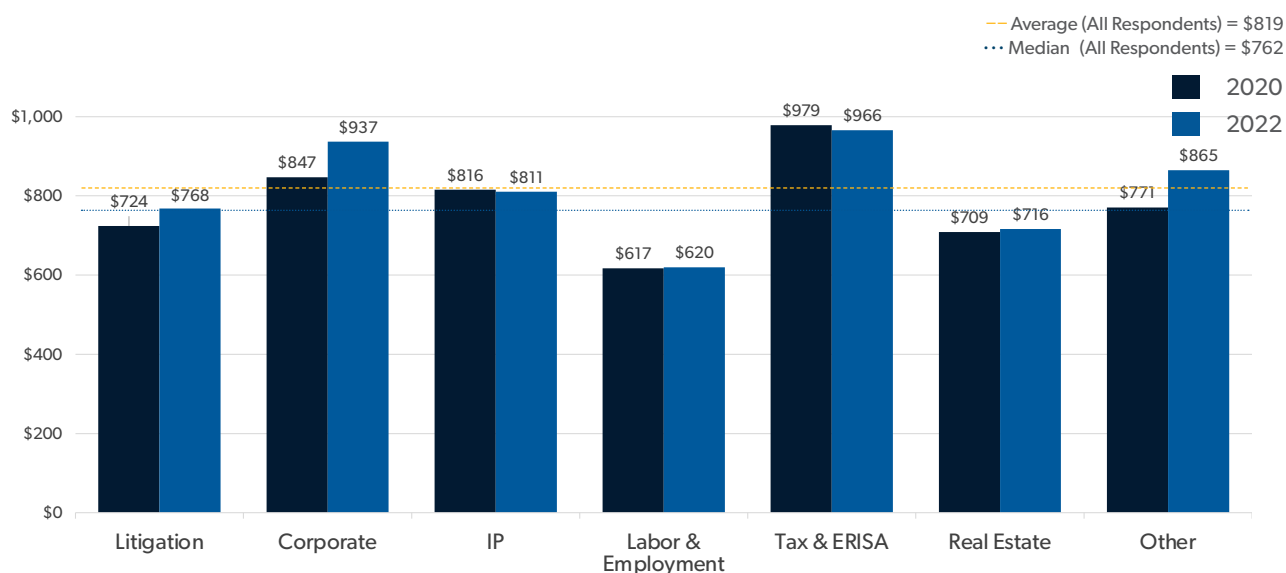
Forty-six percent (46%) of partners do not provide a standard discount off their hourly billing rate, up from 37% in 2020. Of those who do, the majority give a discount of 15% or less. Only 11% of all partners provide a discount above this figure.

Reported billable hours ranged from 1,000 hours or less (104 respondents) to 3,000 hours or more (18 respondents). Reported non-billable hours ranged from 50 hours or below (60 respondents) to 1,000 hours or more (192 respondents).

The average billed time for all partners was 1,721 hours, an increase of approximately 2% from the 2020, 2018 and 2016 averages (1,680, 1683 and 1,686 hours respectively). Notably, non-billed time averaged 481 hours, dropping 20% from 2020 (572).

These figures represent the highest average number of billable hours and the lowest average number of non-billable hours ever recorded since the inception of the Survey in 2010. Interestingly, as noted above, while respondents believed the pandemic caused a 22% reduction in their work, the average total number of billable/non-billable hours (2,202) reported this year is only about 2% lower than the average total number of billable/non-billable hours recorded in our 2018 and 2020 Surveys (both 2,252).

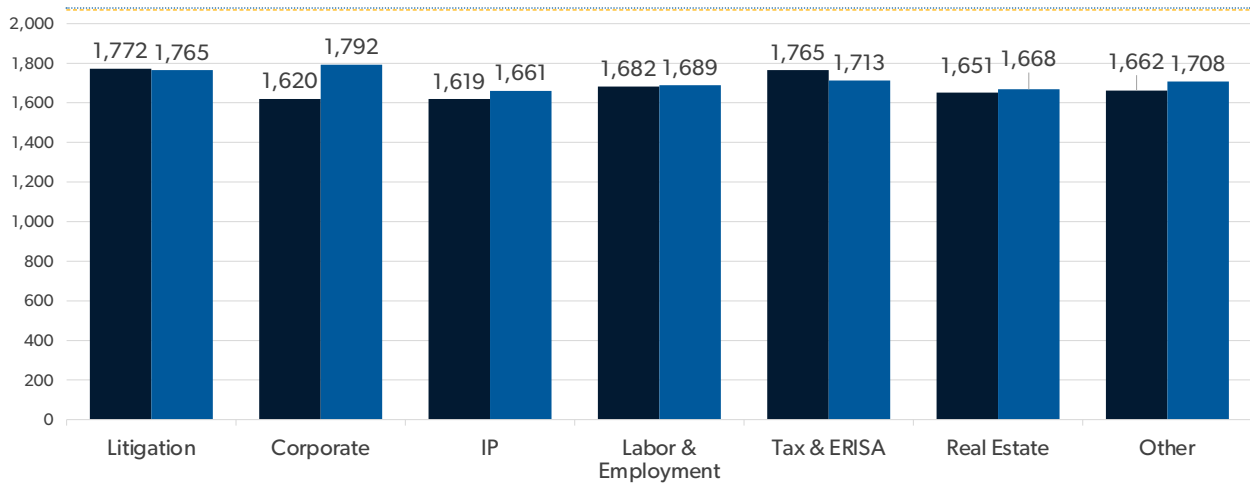
### EXHIBIT 5.1 AVERAGE BILLING RATE BY PRACTICE AREA



## EXHIBIT 5.2 AVERAGE BILLABLE HOURS BY PRACTICE AREA

— Average (All Respondents) = 1,721  
 ... Median (All Respondents) = 1,724

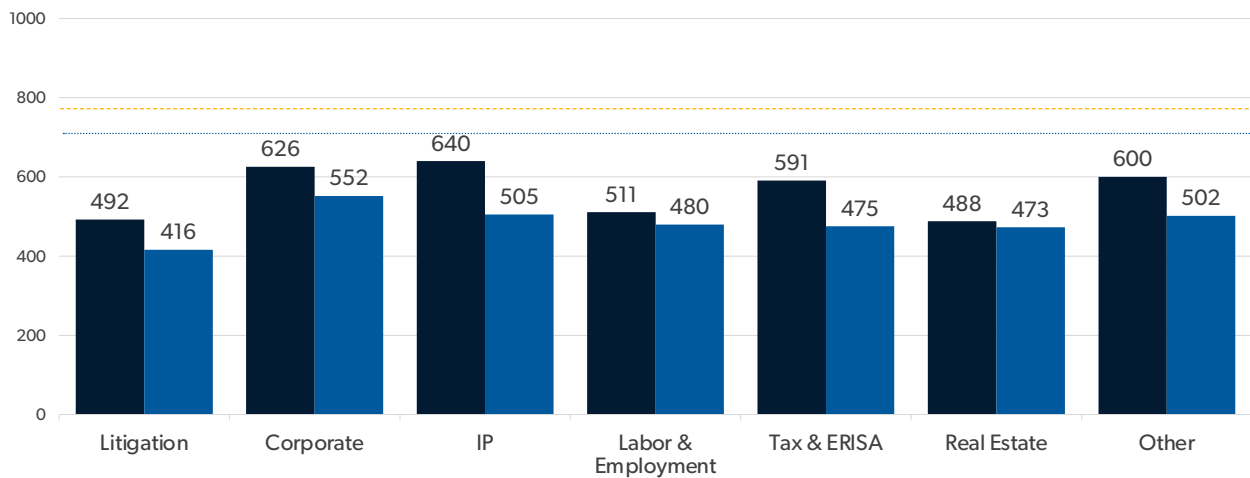
■ 2020  
 ■ 2022



## EXHIBIT 5.3 AVERAGE NON-BILLABLE HOURS BY PRACTICE AREA

— Average (All Respondents) = 481  
 ... Median (All Respondents) = 424

■ 2020  
 ■ 2022



*Below are highlights of selected billing rates, billable hours and non-billable hours data.*

## **BILLING RATES**

- › In contrast to 2020, when all practices reported an increase in billing rates, the 2022 results were varied.
- › Corporate, Litigation and Real Estate partners reported increases in billing rates (+11%, +6% and +1%, respectively), while Tax & ERISA and IP partners reported decreases (both -1%). Labor & Employment partners' billing rates were essentially unchanged.
- › Once again, Tax & ERISA partners reported the highest average billing rate (\$966) and Labor & Employment partners reported the lowest billing rate of all practice groups (\$620).
- › Every city reported an increase in billing rates, with the biggest percentage increases in Palo Alto/Silicon Valley (+17%; \$1,159), Washington, D.C./Northern Virginia (+13%; \$1,048), Philadelphia (+13%; \$761), San Francisco (+12%; \$955) and Miami (+13%; \$787). Palo Alto/Silicon Valley had the highest rates (\$1,159), followed by New York (\$1,109), with Washington, D.C./Northern Virginia coming in third highest (\$1,048). Minneapolis, Atlanta and Seattle reported the lowest average rates at \$628, \$650 and \$687, respectively.
- › Female partners' average hourly billing rate increased by 10%, rising \$70 to \$790. Male partners' average hourly billing rate increased by a smaller percentage (+5%) to \$828, essentially halving the gap in billing rates from 10% in 2020 to 5% in 2022.

## **Billable Hours**

- › Billable hours for Non-Equity partners actually exceeded those of Equity partners (1,737; +4% vs. 1,713; +2%).
- › Corporate partners showed a much bigger percentage increase in billable hours (+11%; 1,792) than any other practice area, while Tax & ERISA partners reported a decline (-3%; 1,713) and Litigation and Labor & Employment partners were essentially flat (0%; 1,765 and 1,689, respectively). For the first time, Corporate partners dethroned Litigation partners for the most billable hours of all practice areas (1,792 vs. 1,765).
- › Changes in billable hours by city were highly variable. Minneapolis reported the biggest increase (+13%; 1,809), followed by Atlanta (+12%; 1,805), Seattle (+10%; 1,707) and Silicon Valley (+10%; 1,843). Miami reported the largest decrease (-9%; 1,615), followed by Philadelphia (-4%; 1,713) and Los Angeles (-2%; 1,684).
- › Billable hours ranged from a high of 1,843 in Silicon Valley to a low of 1,615 in Miami.
- › Male and female partners reported billable hours of 1,748 (+3%) and 1,663 (+2%).
- › Once again, partners in Closed compensation systems reported a higher number of billable hours (1,753; +2%) than partners in Partially Open (1,745; +5%) and Open (1,697; +2%) systems.

## Non-Billable Hours

- › Non-billable hours dropped dramatically from 2020 to 2022, from 572 to 481 (-16%).
- › Equity partners continue to report a higher number of non-billable hours than Non-Equity partners (518 vs. 412). Non-billable hours reported by Equity partners fell 14%, compared to a 21% decrease reported by Non-Equity partners.
- › Non-billable hours among partnership tenure groupings all declined, with partners in the 20+ years grouping showing the biggest decrease (-20%; 501).
- › Changes in non-billable hours by city also varied widely but all showed declines, ranging from -40% in Seattle (372) to -9% in Chicago (488) and Philadelphia (427).
- › Open compensation system partners again significantly outpaced Closed compensation system partners in non-billable hours, reporting 505 non-billable hours (-17%) vs. 442 (-13%).
- › Female partners again reported more non-billable hours than male partners, though the gap narrowed somewhat (491; -18% vs. 474; -16%).

For the complete results, please refer to [Appendix VI – Average Billing Rates](#), [Appendix VII – Average Billable Hours](#), and [Appendix VII – Average Non-Billable Hours](#).





# Compensation Satisfaction

Question 14 of the Survey dealt with compensation satisfaction and was sorted by the following categories:

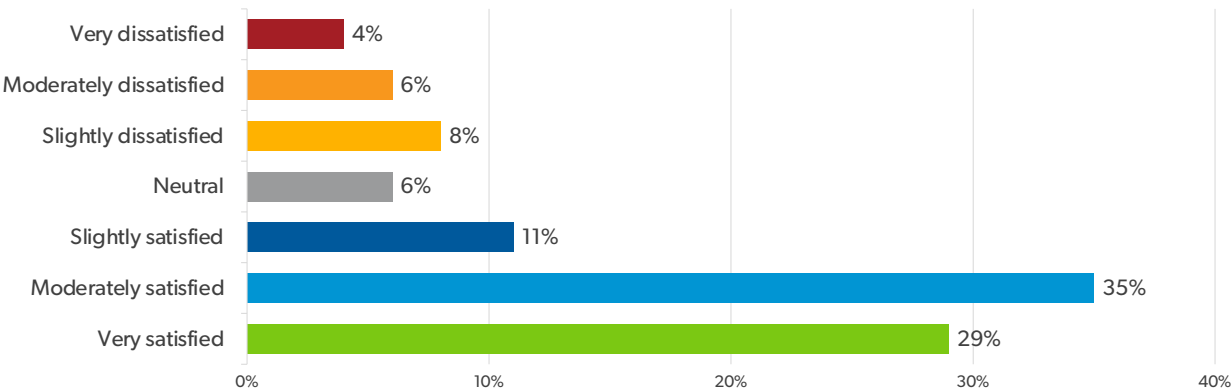
- › Partnership Tenure
- › Partnership Status
- › Practice Area
- › City
- › Lateral Status
- › Compensation Transparency
- › Lockstep Type
- › Total Compensation
- › Total Originations
- › Total Billable Hours
- › Gender
- › Ethnicity

## SATISFACTION RATINGS

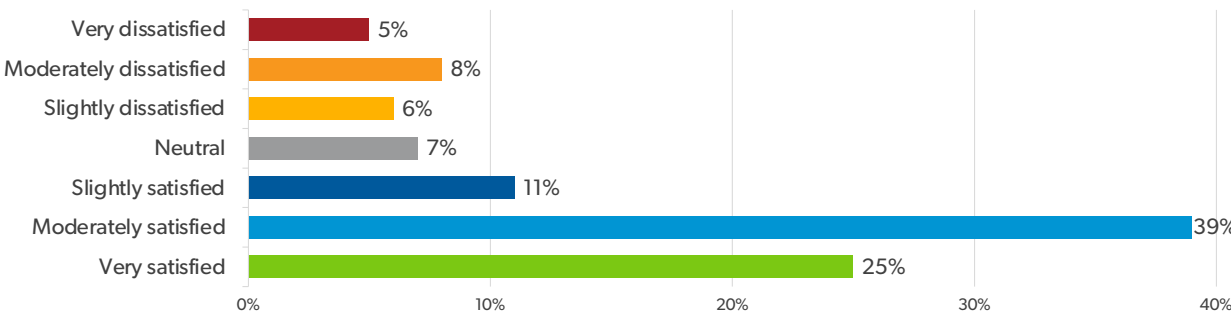
A total of 1,753 respondents answered this question. 29% classified themselves as Very Satisfied with their current compensation, 35% classified themselves as Moderately Satisfied and 11% as Slightly Satisfied.

Conversely, 8% classified themselves as Slightly Dissatisfied, 6% as Moderately Dissatisfied and 4% as Very Dissatisfied. 6% felt Neutral. These numbers generally track 2020 results across every measure.

### EXHIBIT 6.1A – OVERALL SATISFACTION WITH TOTAL COMPENSATION (2022)



### EXHIBIT 6.1B – OVERALL SATISFACTION WITH TOTAL COMPENSATION (2020)

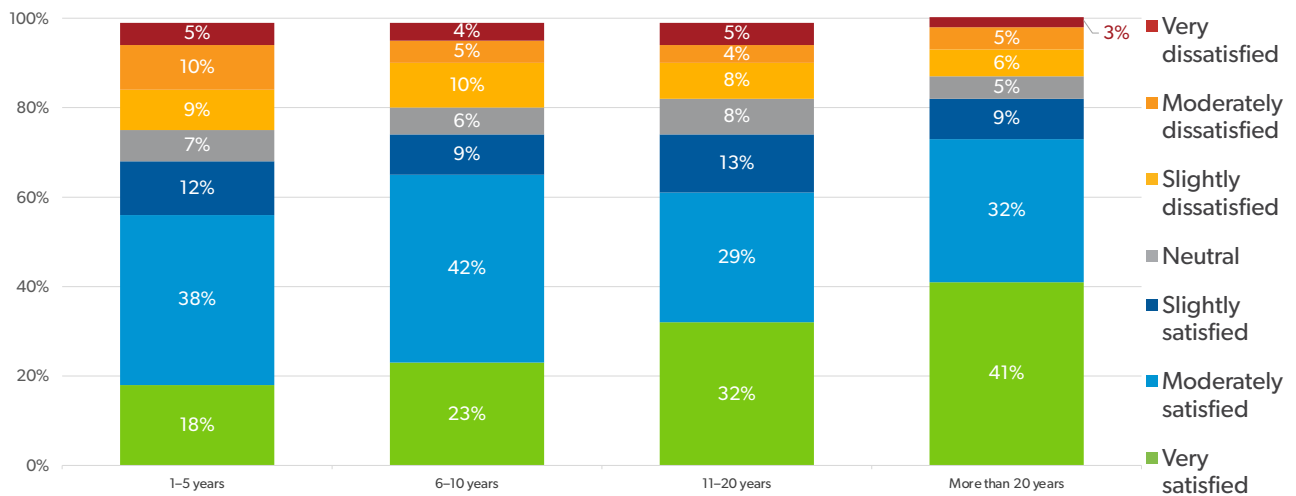


## PARTNERSHIP TENURE AND PARTNERSHIP STATUS

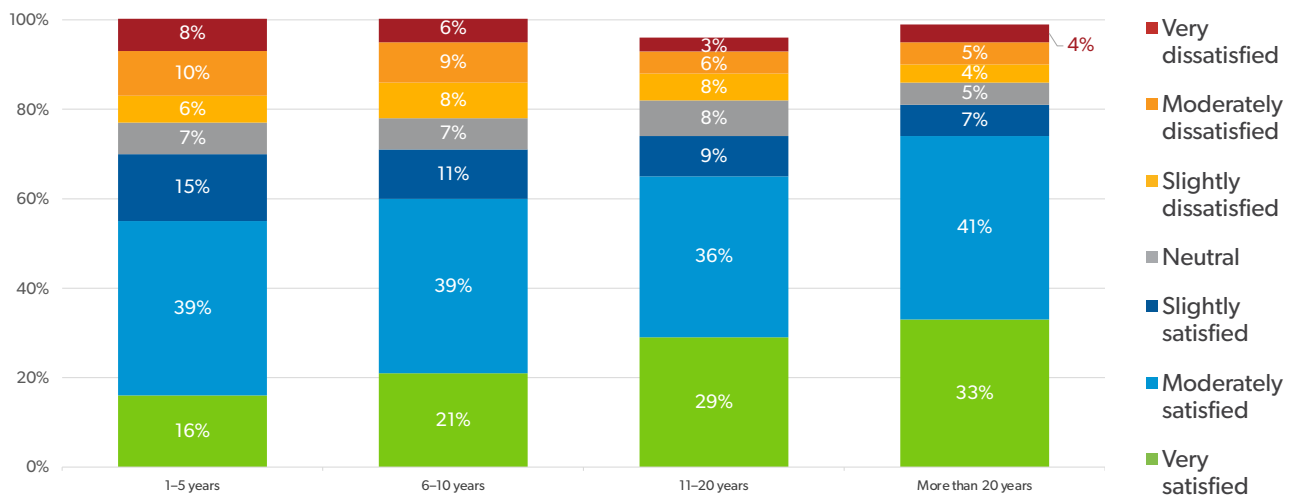
Once again, the two most senior groupings of partners were more likely to classify themselves as Very Satisfied with their compensation (32% and 41% for categories 11-20 years and 20+ years, respectively, vs. 18% and 23% for categories 1-5 years and 6-10 years, respectively). The gap between Equity partners' and Non-Equity partners' compensation satisfaction remains wide and is growing, with 40% of Equity partners Very Satisfied compared to 10% of Non-Equity partners, up from 32% and 12%, respectively, in 2020.

Conversely, Non-Equity partners were more than twice as likely to classify themselves as Very Dissatisfied (7% vs. 3% down from 10% vs. 3% in 2020).

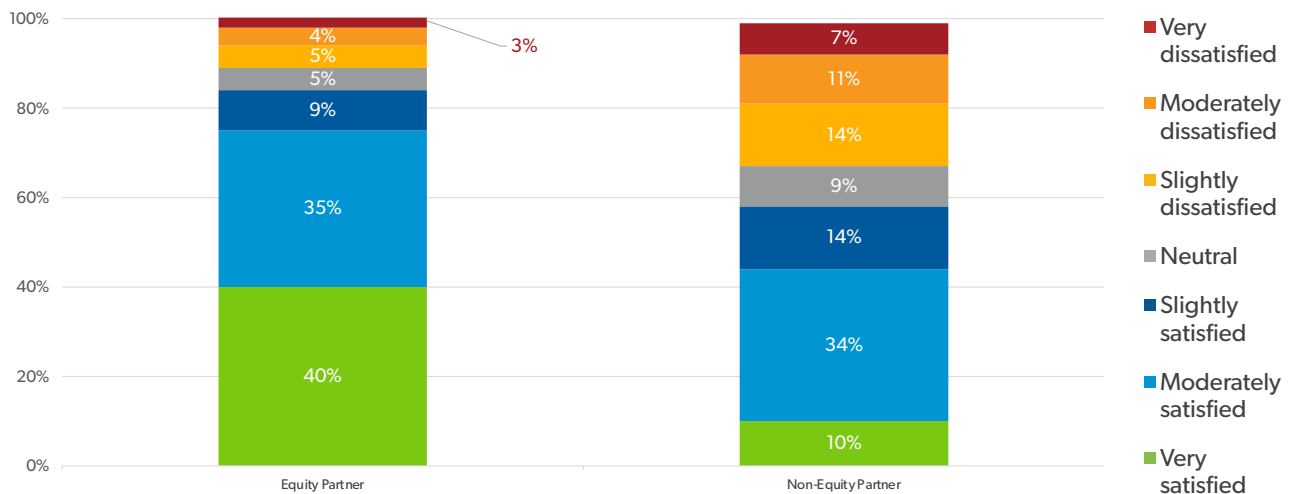
### EXHIBIT 6.2A – SATISFACTION BY PARTNERSHIP TENURE (2022)



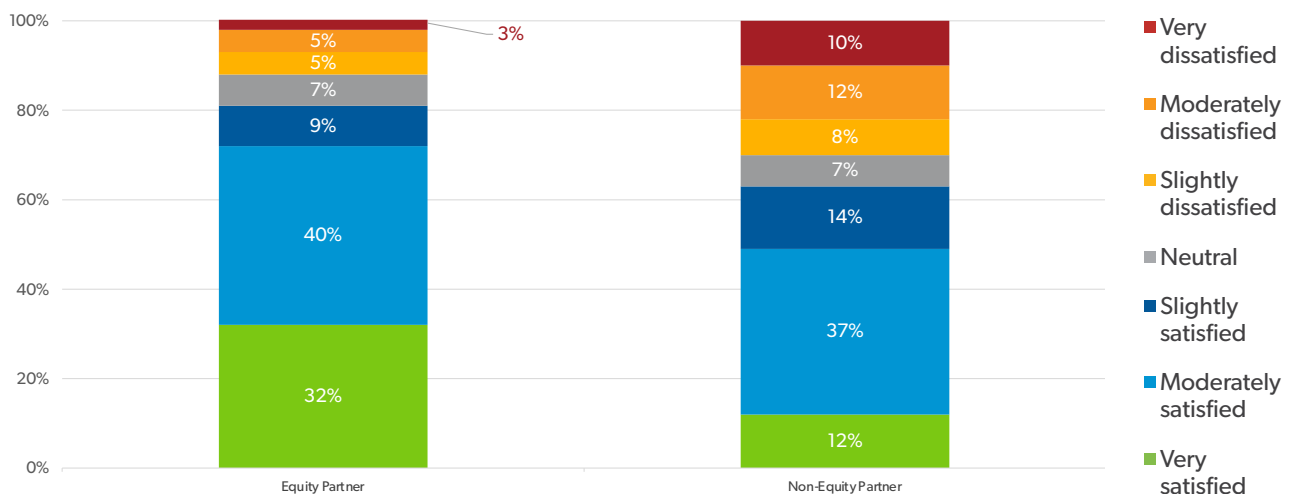
### EXHIBIT 6.2B – SATISFACTION BY PARTNERSHIP TENURE (2020)



**EXHIBIT 6.3A – SATISFACTION BY PARTNERSHIP STATUS (2022)**



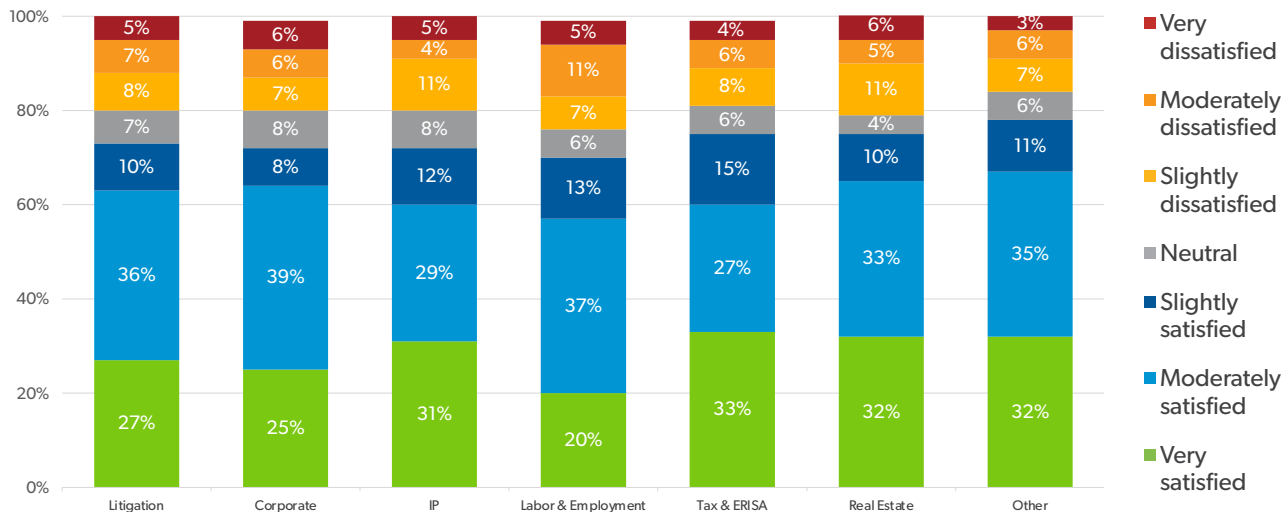
**EXHIBIT 6.3B – SATISFACTION BY PARTNERSHIP STATUS (2020)**



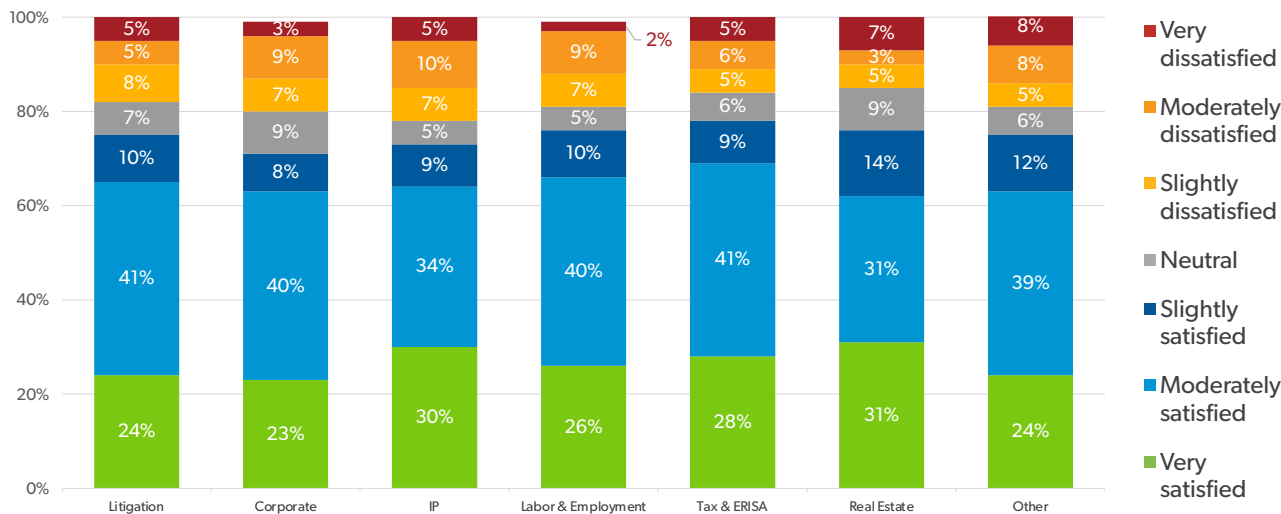
**PRACTICE AREA**

Analyzing the data by Practice Area, Tax & ERISA partners were most likely to classify themselves as Very Satisfied with their compensation (33%), up from 28% in 2020, followed by Real Estate partners at 32%, up slightly from 31% in 2020. Labor & Employment partners were the only practice group to post a decline, with 20% classifying themselves as Very Satisfied compared to 26% in 2020. Interestingly, despite higher levels of Very Satisfied partners in virtually every practice area compared to the 2020 results, every practice area other than Corporate (72%; +0%) posted a decline in Satisfied partners overall.

**EXHIBIT 6.4A – SATISFACTION BY PRACTICE AREA (2022)**



**EXHIBIT 6.4B – SATISFACTION BY PRACTICE AREA (2020)**

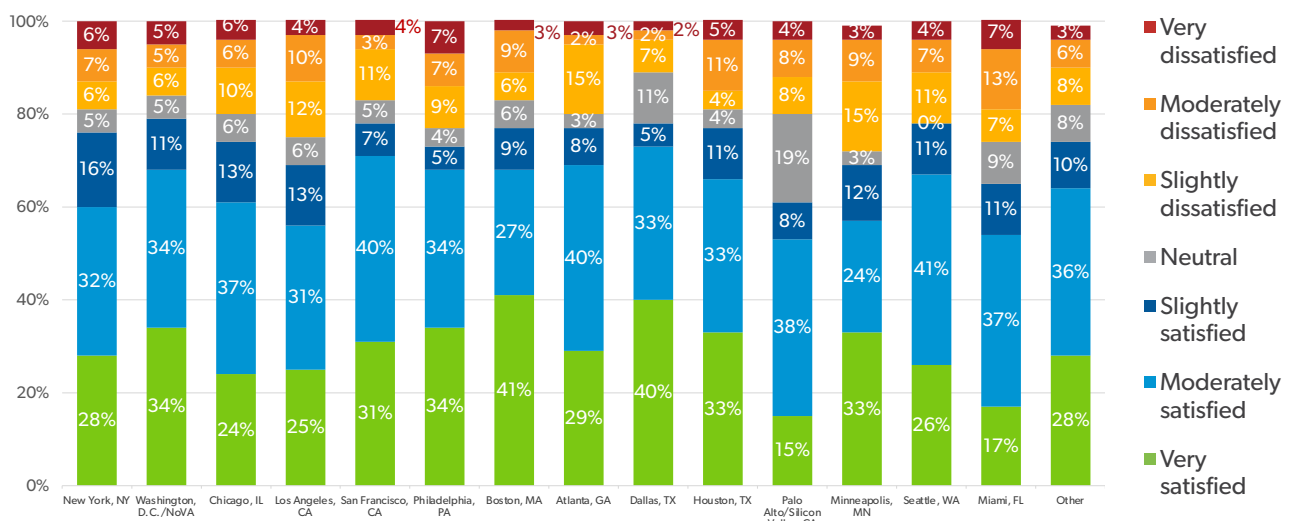


## CITY

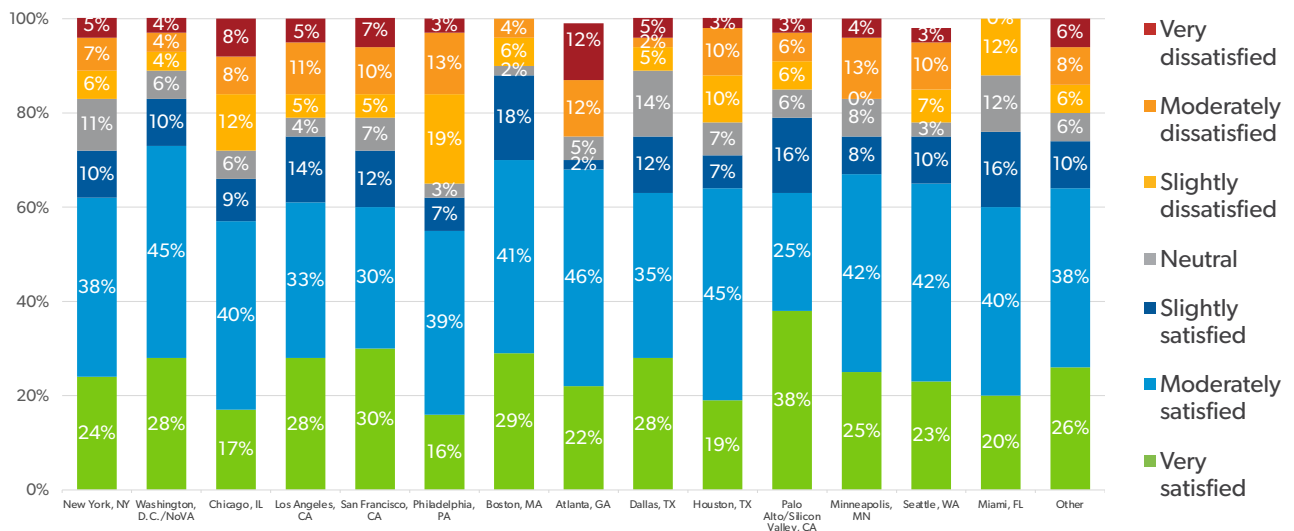
Boston had the highest number of partners classifying themselves as Very Satisfied with their compensation (42%; +12%), followed by Dallas (40%; +12%). At the other end of the spectrum, only 15% of Palo Alto/Silicon Valley-based partners reported that they are Very Satisfied, down 23% from 2020. Washington, D.C./Northern Virginia, San Francisco, Dallas and Seattle had the highest percentage of partners selecting one of the Satisfied choices (79%, 78%, 78% and 78% respectively). However, despite most cities reporting a higher level of Very Satisfied partners, several cities reported markedly lower percentages of partners selecting one of the Satisfied categories: Palo Alto/Silicon Valley (-18%), Miami (-11%) and Boston (-11%).

Minneapolis and Miami had the highest percentage of partners falling into one of the Dissatisfied categories (both 27%), followed by Los Angeles (26%) and Philadelphia (23%). Dallas had by far the lowest percentage (11%), with Washington, D.C./Northern Virginia next lowest (16%).

### EXHIBIT 6.5A – SATISFACTION BY CITY (2022)



### EXHIBIT 6.5B – SATISFACTION BY CITY (2020)



COMPENSATION TRANSPARENCY AND LATERAL STATUS

Once again, partners in Open compensation systems were far more likely to classify themselves as Very Satisfied with their compensation (37%) than those in Partially Open (21%) or Closed (20%) compensation systems. Similarly, partners who joined their firms laterally from law firms or industry were slightly more likely to classify themselves in one of the Satisfied categories (76% and 77%, respectively) than homegrown partners (72%).

EXHIBIT 6.6A – SATISFACTION BY COMPENSATION TRANSPARENCY (2022)

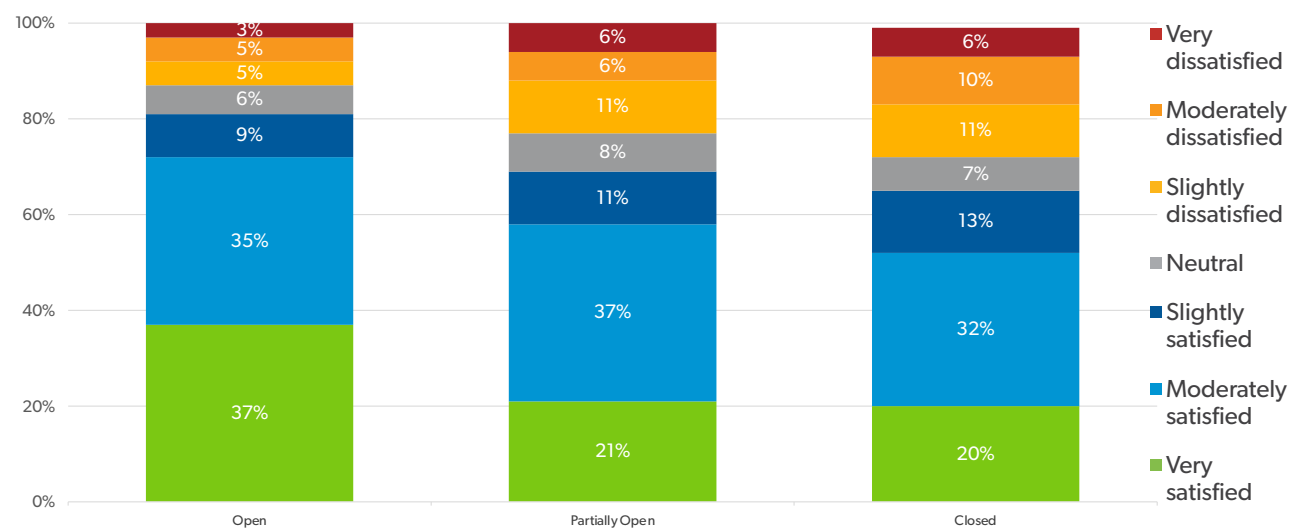
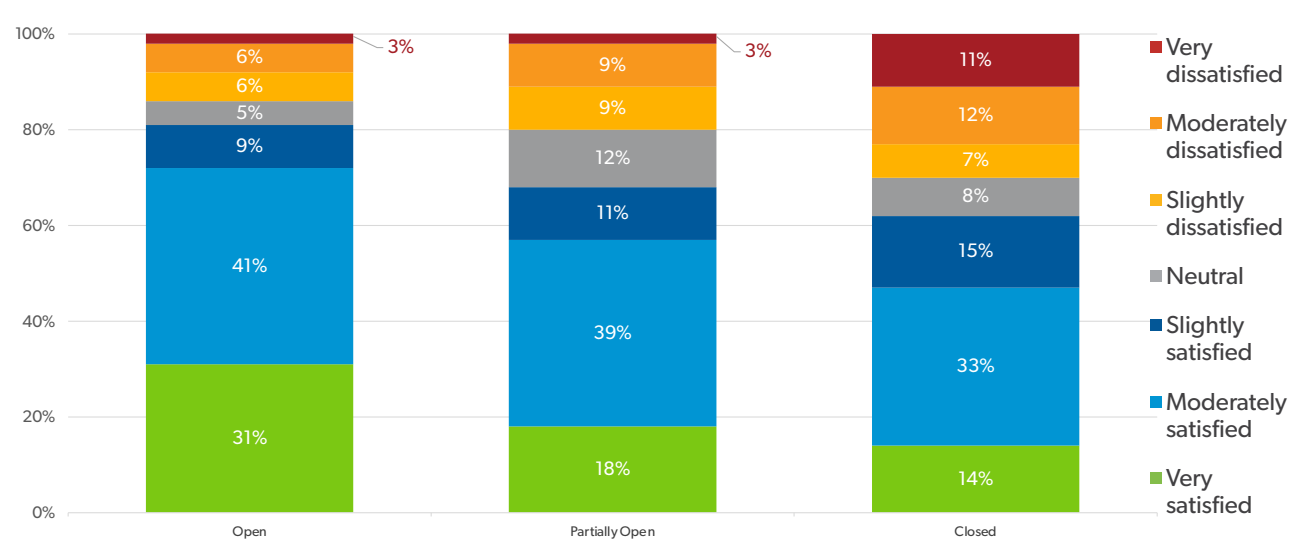
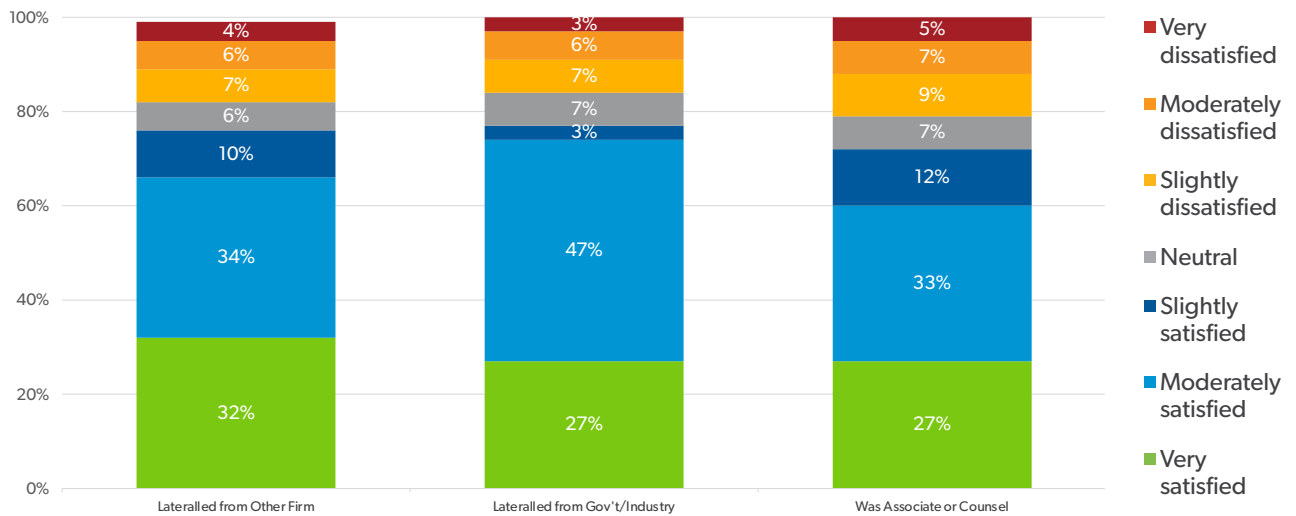


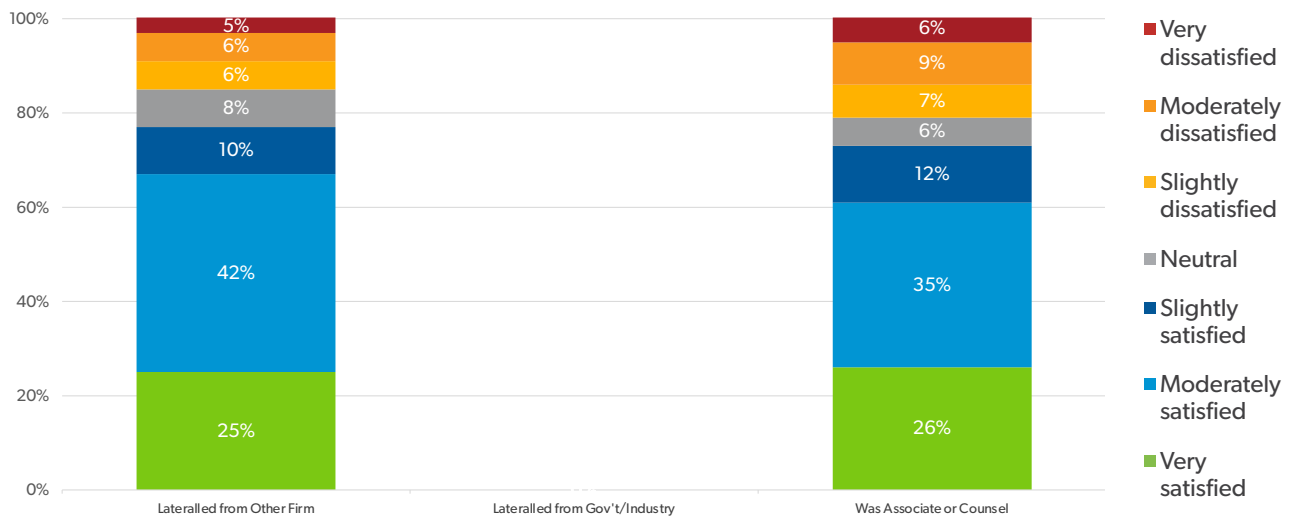
EXHIBIT 6.6B – SATISFACTION BY COMPENSATION TRANSPARENCY (2020)



### EXHIBIT 6.7A – SATISFACTION BY LATERAL STATUS (2022)



### EXHIBIT 6.7B – SATISFACTION BY LATERAL STATUS (2020)

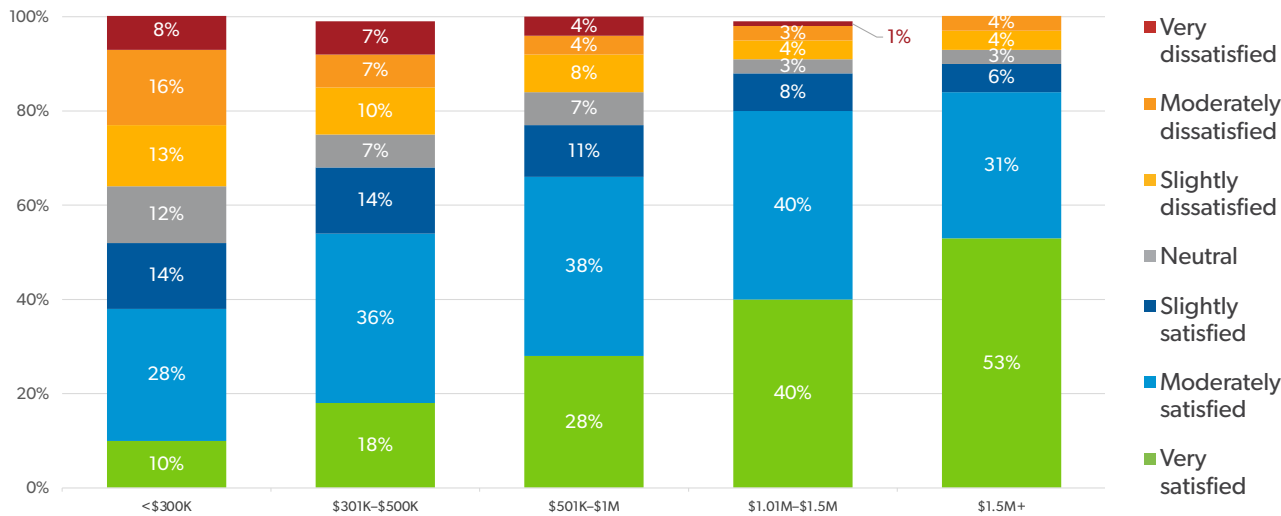


### TOTAL COMPENSATION, TOTAL ORIGINATIONS AND BILLABLE HOURS

Not surprisingly, compensation satisfaction climbs in relation to total compensation and total originations. Once again, those recording the most billable hours (2,401+ hours) are also most likely to be Very Satisfied with their compensation (32%), although unlike in 2020 the difference between the groups is very small.



**EXHIBIT 6.8A – SATISFACTION BY TOTAL COMPENSATION (2022)**



**EXHIBIT 6.8B - SATISFACTION BY TOTAL COMPENSATION (2020)**

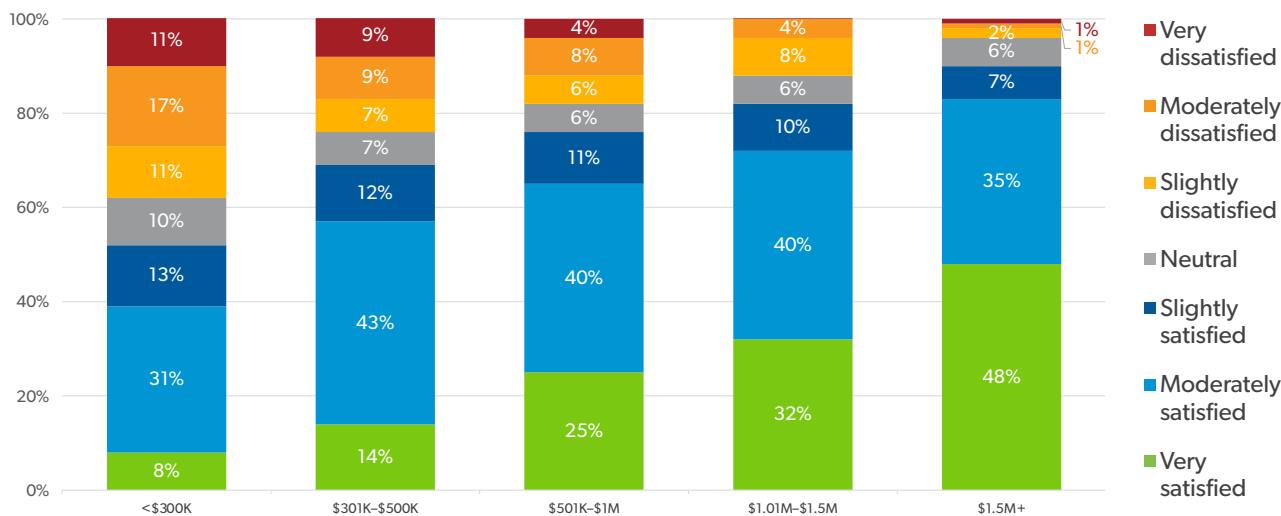


EXHIBIT 6.9A – SATISFACTION BY TOTAL ORIGINATIONS (2022)

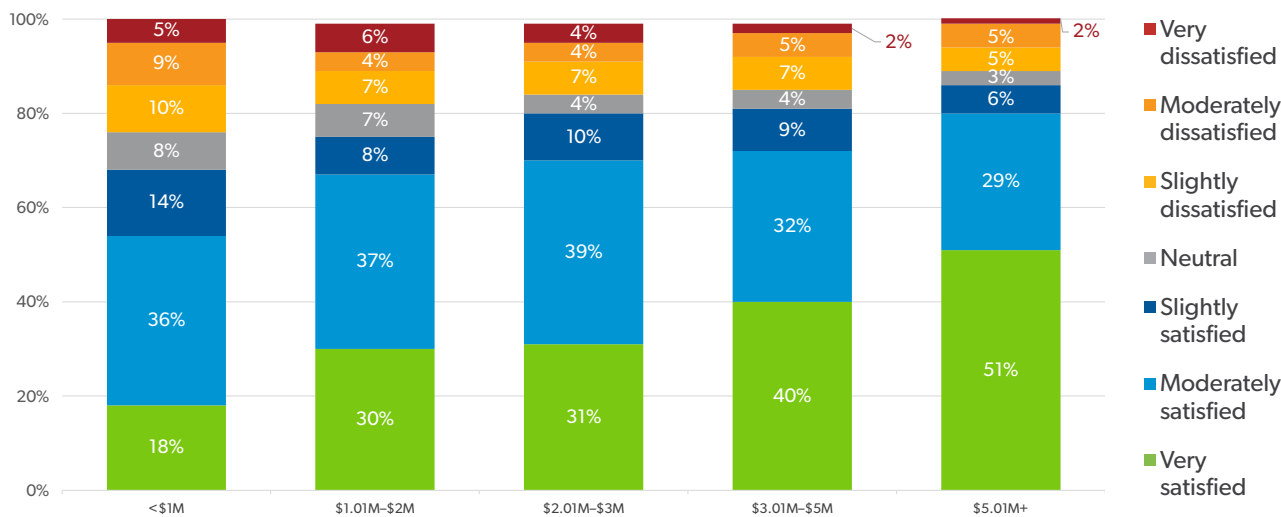
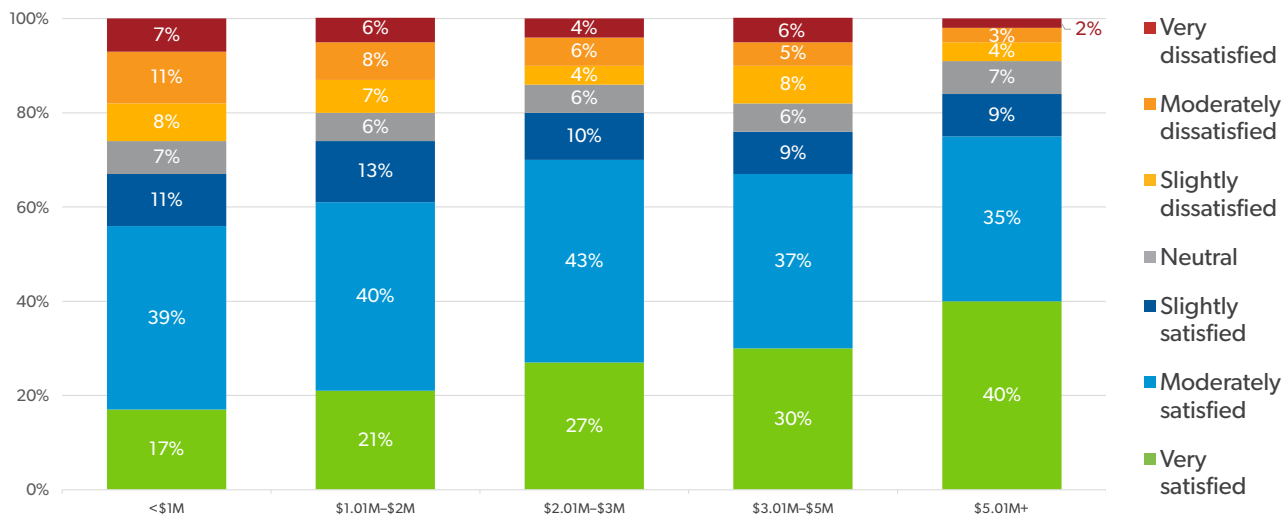
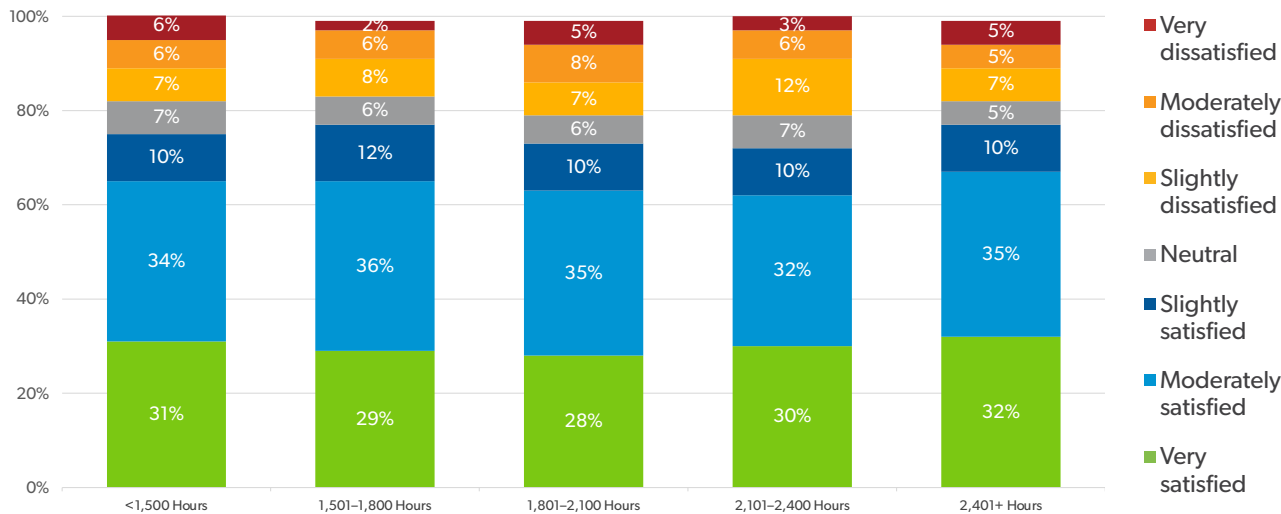


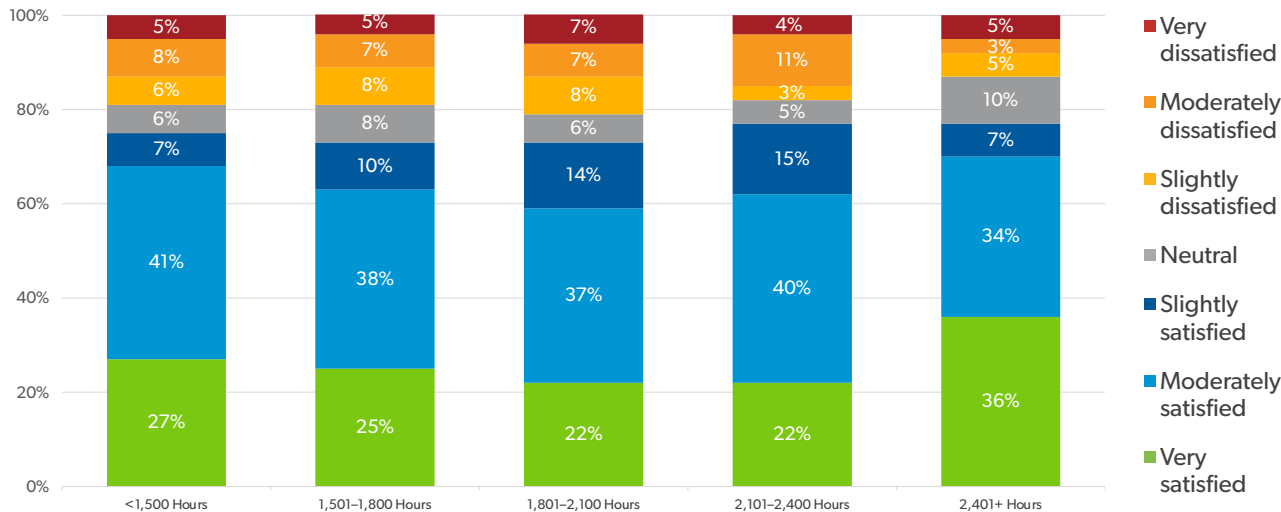
EXHIBIT 6.9B – SATISFACTION BY TOTAL ORIGINATIONS (2020)



**EXHIBIT 6.10A – SATISFACTION BY BILLABLE HOURS (2022)**



**EXHIBIT 6.10B – SATISFACTION BY BILLABLE HOURS (2020)**



GENDER AND ETHNICITY

Thirty-one percent (31%) of male partners reported they were Very Satisfied with their compensation, compared to 26% of female partners, up 6% and 2%, respectively. At the opposite end, a higher percentage of female partners placed themselves in one of the Dissatisfied categories (22%), which represents a 2% decrease from 2020. The male percentage rose 1% to 18%.

EXHIBIT 6.11A – SATISFACTION BY GENDER (2022)

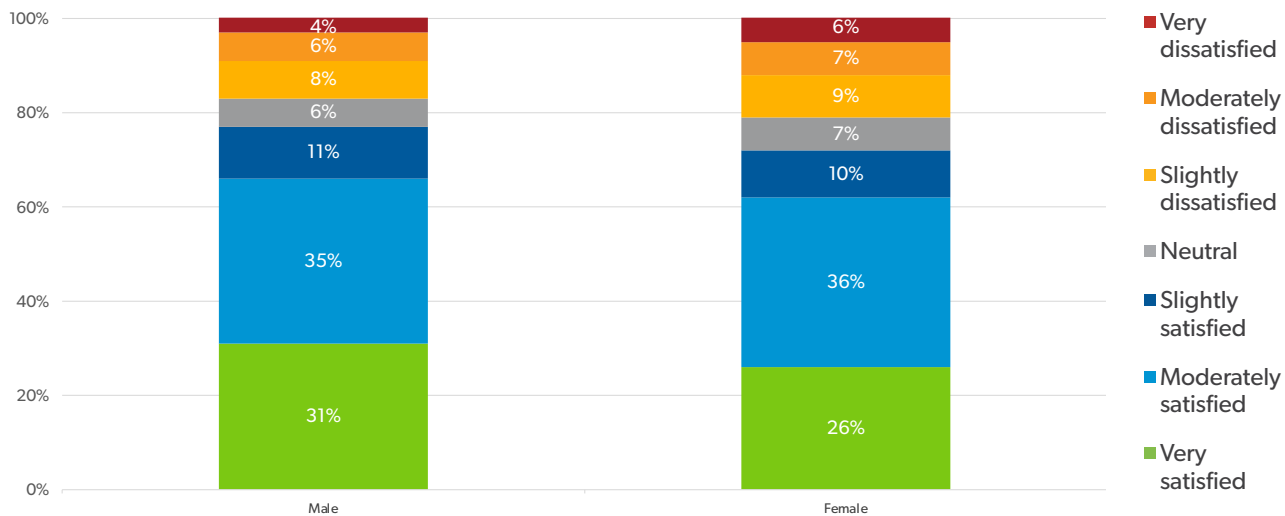
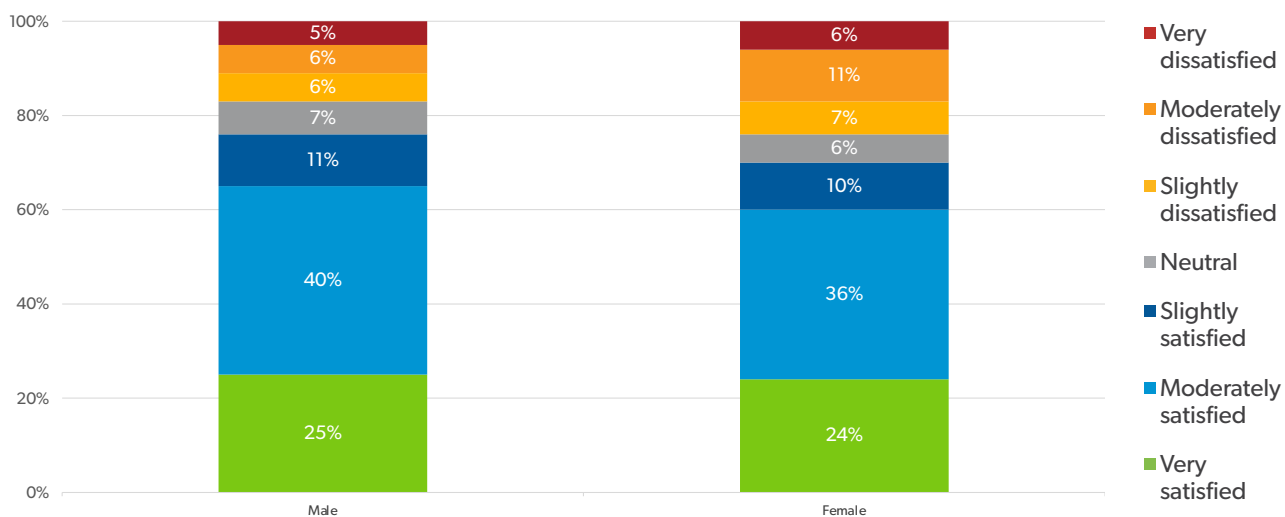
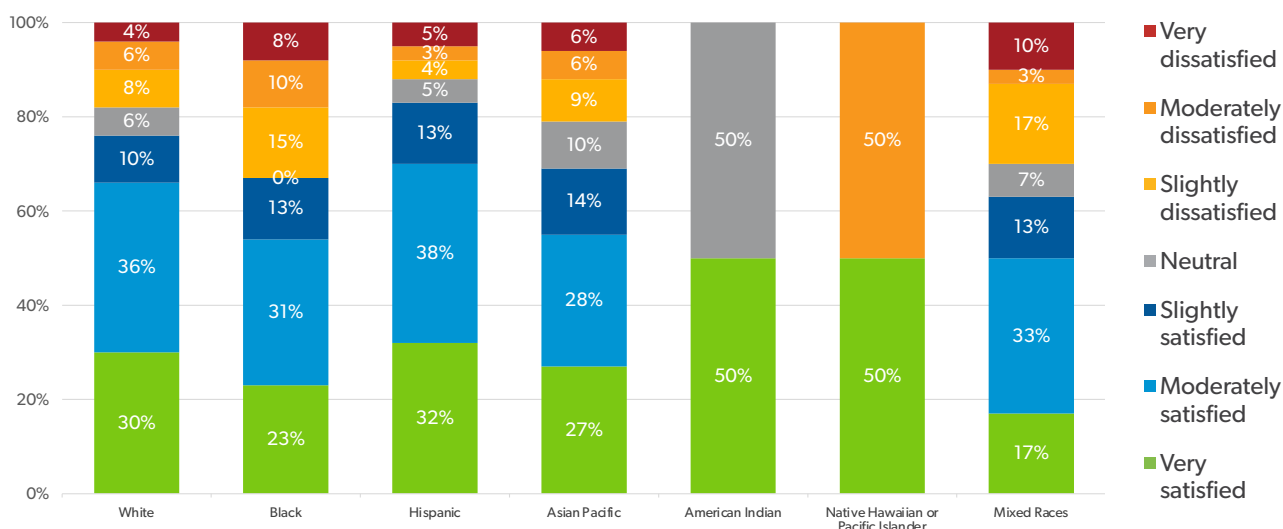


EXHIBIT 6.11B – SATISFACTION BY GENDER (2020)

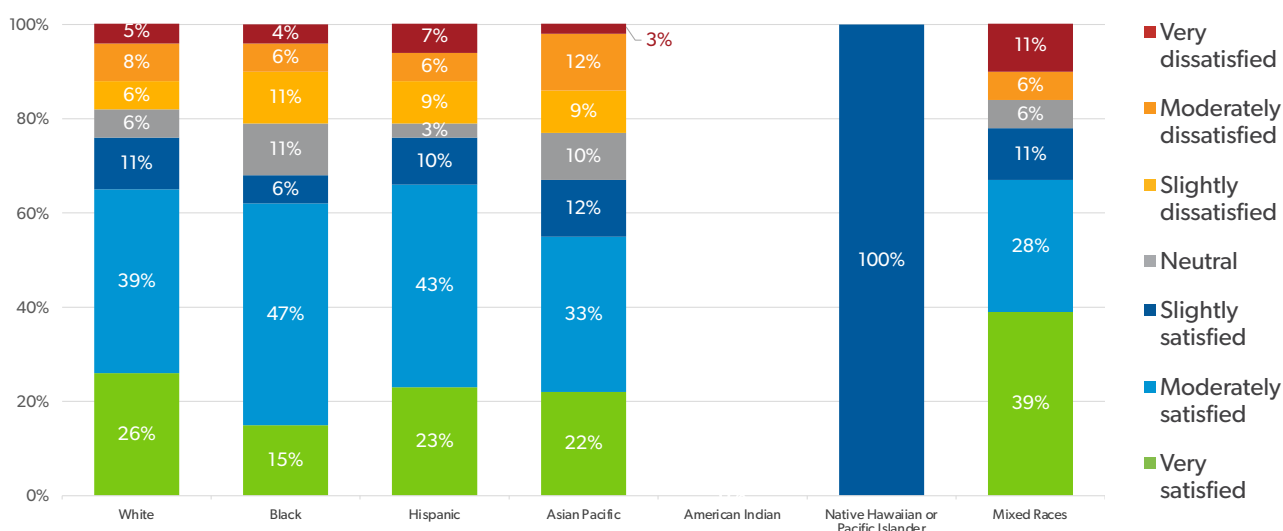


All ethnic groups (other than those classifying themselves as Mixed Races) reported strong gains in describing themselves as Very Satisfied with their compensation. Hispanic partners were most likely to classify themselves in one of the Satisfied categories, an increase from 2020 of 7% from 76% to 83%. Partners classifying themselves as Mixed Races and Black partners were the only groups to show a decrease in numbers classifying themselves in one of the Satisfied categories, decreasing from 78% and 68%, respectively, in 2020 to 63% and 67%, respectively, in 2022. These same partners also showed the greatest increase in classifying themselves in one of the Dissatisfied categories, rising from 17% and 21%, respectively, in 2020 to 30% and 33%, respectively, in 2022.

#### EXHIBIT 6.12A – SATISFACTION BY ETHNICITY (2022)



#### EXHIBIT 6.12B – SATISFACTION BY ETHNICITY (2020)



*For the complete results, please refer to Appendix IX - Satisfaction with Total Compensation.*

# Notes

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# Appendices

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**Note:** In many instances, this Report compares the results of the 2022 Survey with those of the 2020 Survey. However, it is important to note that due to the pandemic the 2020 Survey was targeted to a narrower range of partners (i.e., only partners at AmLaw 200-size firms and not also those at NLJ 350- and Global 100-size firms). For 2022, we have returned to the broader range of partners. Consequently, we have normalized the 2020 data for the sections of this Report covering Questions 8, 10-12 and 23-24 of the Survey (total compensation, total originations, total working attorney receipts, standard hourly billing rate and discount, total billable hours and total non-billable hours), to adjust for the narrower range of partners surveyed in 2020 in order to make these comparisons more meaningful. However, the Appendices to this Report include both the actual and the normalized data for 2020. This normalized data is reflected in the included charts as “2020 Adj.”

## I – Respondent Profile

### RESPONDENTS BY PARTNERSHIP TENURE

	2020		2022	
	FREQUENCY	PERCENTAGE	FREQUENCY	PERCENTAGE
1 - 5 years	327	26%	478	27%
6 - 10 years	239	19%	328	19%
11 - 20 years	345	27%	432	24%
More than 20 years	359	28%	526	30%
TOTAL	1,270		1,764	

### RESPONDENTS BY PARTNERSHIP STATUS

	2020		2022	
	FREQUENCY	PERCENTAGE	FREQUENCY	PERCENTAGE
Equity partner	826	65%	1148	65%
Non-Equity partner	445	35%	620	35%
Not a partner during 2017	0	0%	0	0%
TOTAL	1,271		1,768	

### RESPONDENTS BY PRACTICE AREA

	2020		2022	
	FREQUENCY	PERCENTAGE	FREQUENCY	PERCENTAGE
Other	348	27%	656	37%
Litigation	294	23%	446	25%
Labor & Employment	88	7%	128	7%
Tax & ERISA	66	5%	84	5%
Corporate	269	21%	158	9%
Real Estate	63	5%	103	6%
IP	141	11%	193	11%
TOTAL	1,269		1,768	

## RESPONDENTS BY GENDER

	2020		2022	
	FREQUENCY	PERCENTAGE	FREQUENCY	PERCENTAGE
Female	353	30%	508	29%
Male	812	68%	1186	68%
Non-binary/third gender	1	0%	2	0%
Prefer to self-describe	1	0%	52	3%
Prefer not to say	23	2%	2	0%
TOTAL	1,190		1,750	

## RESPONDENTS BY ETHNICITY

	2020		2022	
	FREQUENCY	PERCENTAGE	FREQUENCY	PERCENTAGE
White, not Hispanic	931	78%	1418	81%
Black, not Hispanic	47	4%	39	2%
Hispanic	70	6%	77	4%
Asian Pacific, not Hispanic	69	6%	79	5%
American Indian, not Hispanic	0	0.0%	2	0%
Native Hawaiian or Pacific Islander, not Hispanic	1	0.1%	2	0%
Mixed races	18	2%	30	2%
Prefer not to say	53	5%	103	6%
TOTAL	1,189		1,750	

## RESPONDENTS BY COMPENSATION TRANSPARENCY

	2020		2022	
	FREQUENCY	PERCENTAGE	FREQUENCY	PERCENTAGE
Open: Partners know what everyone makes, or can easily find out	802	63%	953	54%
Partially Open: Partners know ranges of compensation, but do not know exactly who makes what	169	13%	289	16%
Closed: Partners do not know what anyone else makes	296	23%	513	29%
TOTAL	1,267		1,755	

## RESPONDENTS BY LOCKSTEP TYPE

	2020		2022	
	FREQUENCY	PERCENTAGE	FREQUENCY	PERCENTAGE
My firm is pure lockstep	14	1%	38	2%
My firm is generally lockstep, but allows for some variance	193	15%	342	20%
My firm is not lockstep at all	1,055	84%	1,359	78%
TOTAL	1,262		1,262	

## RESPONDENTS BY CITY

	2020		2022	
	FREQUENCY	PERCENTAGE	FREQUENCY	PERCENTAGE
Other	328	26%	558	32%
Washington, D.C./NoVA	171	14%	227	13%
New York, NY	183	14%	227	13%
Chicago, IL	121	10%	145	8%
San Francisco, CA	63	5%	75	4%
Philadelphia, PA	32	3%	56	3%
Boston, MA	50	4%	70	4%
Los Angeles, CA	85	7%	103	6%
Houston, TX	31	2%	55	3%
Atlanta, GA	43	3%	63	4%
Dallas, TX	46	4%	57	3%
Minneapolis, MN	26	2%	33	2%
Miami, FL	27	2%	46	3%
Palo Alto/Silicon Valley, CA*	33	3%	26	1%
Seattle, WA	31	2%	27	2%
TOTAL	1,270		1,768	

\*Palo Alto/Silicon Valley, CA, appears in the Report as "Silicon Valley."

## RESPONDENTS BY LATERAL STATUS

	2020		2022	
	FREQUENCY	PERCENTAGE	FREQUENCY	PERCENTAGE
I joined my present firm laterally as a partner from another law firm	621	49%	753	43%
I joined my present firm laterally as a partner from government service or private industry	70	6%	101	6%
I was previously an associate or counsel with my present firm before making partner	570	45%	894	51%
TOTAL	1,261		1,748	

## RESPONDENTS BY TOTAL COMPENSATION

	2020		2022	
	FREQUENCY	PERCENTAGE	FREQUENCY	PERCENTAGE
Less than \$300K	164	13%	0	0%
\$300,001 - \$500,000	306	24%	670	38%
\$500,001 - \$1M	386	31%	508	29%
\$1.01M - \$1.5M	166	13%	205	12%
\$1.51M+	239	19%	372	21%
TOTAL	1,261		1,755	

## II – Impact of COVID-19

### TENURE

Average COVID-19 decreases of those affected	Total 2022	1 to 5 years	6 to 10 years	11 to 20 years	More than 20 years
Draw reduced by:	14%	6%	12%	18%	16%
Base compensation reduced by:	15%	12%	18%	12%	18%
Anticipated bonus reduced by:	29%	34%	28%	31%	26%
Capital increased by:	12%	3%	21%	17%	8%

Average COVID-19 decreases of those affected	Total 2020	1 to 5 years	6 to 10 years	11 to 20 years	More than 20 years
Draw reduced by:	12%	9%	12%	15%	12%
Base compensation reduced by:	9%	10%	9%	9%	9%
Anticipated bonus reduced by:	13%	19%	11%	11%	11%
Capital increased by:	1%	1%	2%	1%	1%

### PARTNER STATUS

Average COVID-19 decreases of those affected	Total 2022	Equity Partner	Non-Equity Partner
Draw reduced by:	14%	15%	10%
Base compensation reduced by:	15%	14%	15%
Anticipated bonus reduced by:	29%	23%	36%
Capital increased by:	12%	13%	11%

Average COVID-19 decreases of those affected	Total 2020	Equity Partner	Non-Equity Partner
Draw reduced by:	12%	14%	8%
Base compensation reduced by:	9%	8%	11%
Anticipated bonus reduced by:	13%	11%	18%
Capital increased by:	1%	2%	1%

### PRACTICE AREA

Average COVID-19 decreases of those affected	Total 2022	Other	Labor & Employment	Litigation	Tax & ERISA	Corporate	Real Estate	IP
Draw reduced by:	14%	13%	37%	11%	8%	12%	14%	20%
Base compensation reduced by:	15%	13%	20%	13%	2%	20%	15%	17%
Anticipated bonus reduced by:	29%	26	37%	31%	12%	20%	31%	40%
Capital increased by:	12%	8%	10%	8%	5%	22%	16%	23%

Average COVID-19 decreases of those affected	Total 2020	Other	Labor & Employment	Litigation	Tax & ERISA	Corporate	Real Estate	IP
Draw reduced by:	12%	13%	13%	12%	14%	11%	12%	12%
Base compensation reduced by:	9%	10%	11%	9%	10%	8%	8%	10%
Anticipated bonus reduced by:	13%	18%	13%	16%	10%	8%	13%	10%
Capital increased by:	1%	1%	1%	1%	4%	1%	1%	1%

## CITY

Average COVID-19 decreases of those affected	Total 2022	New York	Washington, D.C./NoVA	Chicago	Los Angeles	San Francisco	Dallas	Atlanta	Boston	Seattle	Palo Alto/ Silicon Valley	Philadelphia	Houston	Miami	Minneapolis	Other
Draw reduced by:	14%	13%	13%	10%	24%	30%	23%	16%	2%	63%	28%	9%	11%	2%	8%	13%
Base compensation reduced by:	15%	13%	8%	16%	23%	13%	5%	9%	2%	60%	28%	4%	13%	2%	23%	16%
Anticipated bonus reduced by:	29%	24%	21%	39%	58%	23%	25%	45%	2%	76%	28%	9%	34%	23%	28%	23%
Capital increased by:	12%	19%	4%	10%	11%	11%	18%	2%	5%	20%	2%	28%	2%	2%	16%	14%

Average COVID-19 decreases of those affected	Total 2020	New York	Washington, D.C./NoVA	Chicago	Los Angeles	San Francisco	Dallas	Atlanta	Boston	Seattle	Palo Alto/ Silicon Valley	Philadelphia	Houston	Miami	Minneapolis	Other
Draw reduced by:	12%	10%	13%	13%	11%	16%	15%	13%	12%	10%	16%	17%	22%	12%	15%	11%
Base compensation reduced by:	9%	9%	10%	9%	11%	11%	7%	11%	10%	8%	10%	8%	11%	8%	7%	9%
Anticipated bonus reduced by:	13%	15%	12%	15%	13%	9%	17%	19%	10%	7%	8%	13%	32%	13%	18%	11%
Capital increased by:	1%	1%	1%	1%	1%	2%	0%	0%	0%	2%	1%	1%	1%	6%	0%	1%

## COMPENSATION TRANSPARENCY

Average COVID-19 decreases of those affected	Total 2022	Open	Partially Open	Closed
Draw reduced by:	14%	13%	18%	12%
Base compensation reduced by:	15%	15%	20%	11%
Anticipated bonus reduced by:	29%	23%	38%	30%
Capital increased by:	12%	11%	17%	10%

Average COVID-19 decreases of those affected	Total 2020	Open	Partially Open	Closed
Draw reduced by:	12%	13%	9%	13%
Base compensation reduced by:	9%	9%	10%	10%
Anticipated bonus reduced by:	13%	11%	12%	21%
Capital increased by:	1%	1%	2%	1%

## COMPENSATION SYSTEM

Average COVID-19 decreases of those affected	Total 2022	Pure lockstep	Generally lockstep	Not lockstep
Draw reduced by:	14%	13%	19%	12%
Base compensation reduced by:	15%	26%	17%	13%
Anticipated bonus reduced by:	29%	28%	30%	29%
Capital increased by:	12%	29%	11%	11%

Average COVID-19 decreases of those affected	Total 2020	Pure lockstep	Generally lockstep	Not lockstep
Draw reduced by:	12%	10%	11%	13%
Base compensation reduced by:	9%	8%	9%	9%
Anticipated bonus reduced by:	13%	2%	15%	13%
Capital increased by:	1%	0%	1%	1%

## GENDER

Average COVID-19 decreases of those affected	Total 2022	Female	Male	Total 2020	Female	Male
Draw reduced by:	14%	13%	15%	12%	13%	12%
Base compensation reduced by:	15%	14%	17%	9%	11%	9%
Anticipated bonus reduced by:	29%	25%	40%	13%	17%	12%
Capital increased by:	12%	12%	13%	1%	2%	1%

## ETHNICITY

Average COVID-19 decreases of those affected	Total 2022	White, not Hispanic	Black, not Hispanic	Hispanic	Asian Pacific, not Hispanic	Am. Indian	Native Hawaiian or Pacific Islander	Mixed races
Draw reduced by:	12%	11%	34%	10%	12%	38%	0%	18%
Base compensation reduced by:	15%	14%	14%	8%	18%	48%	0%	2%
Anticipated bonus reduced by:	14%	29%	51%	98%	16%	28%	0%	25%
Capital increased by:	29%	13%	16%	0%	0%	18%	0%	2%

Average COVID-19 decreases of those affected	Total 2020	White, not Hispanic	Black, not Hispanic	Hispanic	Asian Pacific, not Hispanic	Native Hawaiian or Pacific Islander	Mixed races
Draw reduced by:	12%	12%	16%	13%	14%	13%	20%
Base compensation reduced by:	9%	9%	11%	11%	11%	0%	13%
Anticipated bonus reduced by:	13%	12%	9%	28%	12%	0%	16%
Capital increased by:	1%	1%	1%	3%	1%	0%	1%



## PARTNERSHIP TENURE

Percentage of Respondents Impacted by COVID-19 for 2021	No	Yes
1 to 5 years	91%	9%
6 to 10 years	86%	14%
11 to 20 years	87%	13%
More than 20 years	84%	16%

## PARTNERSHIP STATUS

Percentage of Respondents Impacted by COVID-19 for 2021	No	Yes
Equity Partner	87%	13%
Non-Equity Partner	87%	13%

## PRACTICE AREAS

Percentage of Respondents Impacted by COVID-19 for 2021	No	Yes
Litigation	84%	16%
Corporate	87%	13%
IP	86%	14%
Labor & Employment	85%	15%
Tax & ERISA	90%	10%
Real Estate	92%	8%
Other	88%	12%

## CITY

Percentage of Respondents Impacted by COVID-19 for 2021	No	Yes
New York, NY	91%	9%
Washington, D.C./NoVA	92%	8%
Chicago, IL	81%	19%
Los Angeles, CA	80%	20%
San Francisco, CA	85%	15%
Philadelphia, PA	84%	16%
Boston, MA	93%	7%
Atlanta, GA	90%	10%
Dallas, TX	93%	7%
Houston, TX	87%	13%
Palo Alto/Silicon Valley, CA	92%	8%
Minneapolis, MN	85%	15%
Seattle, WA	88%	12%
Miami, FL	91%	9%
Other	84%	16%

## COMPENSATION TRANSPARENCY

Percentage of Respondents Impacted by COVID-19 for 2021	No	Yes
Open	86%	14%
Partially Open	85%	15%
Closed	90%	10%

## COMPENSATION SYSTEM

Percentage of Respondents Impacted by COVID-19 for 2021	No	Yes
Pure Lockstep	68%	32%
Generally Lockstep	83%	17%
Not Lockstep at all	88%	12%

## GENDER

Percentage of Respondents Impacted by COVID-19 for 2021	No	Yes
Male	87%	13%
Female	86%	14%

## ETHNICITY

Percentage of Respondents Impacted by COVID-19 for 2021	No	Yes
White, not Hispanic	87%	13%
Black, not Hispanic	82%	18%
Hispanic	90%	10%
Asian Pacific, not Hispanic	87%	13%
American Indian, not Hispanic	0%	100%
Native Hawaiian or Pacific Islander, not Hispanic	100%	0%
Mixed races	83%	17%

## PARTNERSHIP TENURE

Percentage of Respondents Anticipated to be Impacted by COVID-19 in 2022	No	Yes
1 to 5 years	96%	4%
6 to 10 years	93%	7%
11 to 20 years	94%	6%
More than 20 years	95%	5%

## PARTNERSHIP STATUS

Percentage of Respondents Anticipated to be Impacted by COVID-19 in 2022	No	Yes
Equity Partner	95%	5%
Non-Equity Partner	94%	6%

## PRACTICE AREAS

Percentage of Respondents Anticipated to be Impacted by COVID-19 in 2022	No	Yes
Litigation	95%	5%
Corporate	91%	9%
IP	94%	6%
Labor & Employment	94%	6%
Tax & ERISA	95%	5%
Real Estate	98%	2%
Other	95%	5%

## CITY

Percentage of Respondents Anticipated to be Impacted by COVID-19 in 2022	No	Yes
New York, NY	95%	5%
Washington, D.C./NoVA	96%	4%
Chicago, IL	92%	8%
Los Angeles, CA	94%	6%
San Francisco, CA	90%	10%
Philadelphia, PA	95%	5%
Boston, MA	96%	4%
Atlanta, GA	98%	2%
Dallas, TX	96%	4%
Houston, TX	100%	0%
Palo Alto/Silicon Valley, CA	96%	4%
Minneapolis, MN	97%	3%
Seattle, WA	93%	7%
Miami, FL	98%	2%
Other	93%	7%

## COMPENSATION TRANSPARENCY

Percentage of Respondents Anticipated to be Impacted by COVID-19 in 2022	No	Yes
Open	95%	5%
Partially Open	91%	9%
Closed	96%	4%

## COMPENSATION SYSTEM

Percentage of Respondents Anticipated to be Impacted by COVID-19 in 2022	No	Yes
Pure Lockstep	79%	21%
Generally Lockstep	93%	7%
Not Lockstep at all	96%	4%

## GENDER

Percentage of Respondents Anticipated to be Impacted by COVID-19 in 2022	No	Yes
Male	95%	5%
Female	94%	6%

## ETHNICITY

Percentage of Respondents Anticipated to be Impacted by COVID-19 in 2022	No	Yes
White, not Hispanic	95%	5%
Black, not Hispanic	100%	0%
Hispanic	92%	8%
Asian Pacific, not Hispanic	87%	13%
American Indian, not Hispanic	100%	0%
Native Hawaiian or Pacific Islander, not Hispanic	100%	0%
Mixed races	93%	7%

## PARTNERSHIP TENURE

Percentage of Respondents Anticipated to be Impacted by COVID-19 in 2022	Total 2022	1 to 5 years	6 to 10 years	11 to 20 years	More than 20 years
Draw reduced by:	15%	5%	14%	11%	23%
Base compensation reduced by:	17%	8%	23%	12%	24%
Anticipated bonus reduced by:	29%	31%	38%	16%	17%
Capital increased by:	6%	3%	13%	3%	2%

## PARTNERSHIP STATUS

Percentage of Respondents Anticipated to be Impacted by COVID-19 in 2022	Total 2022	Equity Partner	Non-Equity Partner
Draw reduced by:	15%	15%	14%
Base compensation reduced by:	17%	17%	18%
Anticipated bonus reduced by:	29%	27%	30%
Capital increased by:	6%	5%	8%

## PRACTICE AREAS

Percentage of Respondents Anticipated to be Impacted by COVID-19 in 2022	Total 2022	Litigation	Corporate	IP	Labor & Employment	Tax & ERISA	Real Estate	Other
Draw reduced by:	15%	12%	12%	21%	18%		53%	10%
Base compensation reduced by:	17%	15%	21%	18%	32%	13%	53%	8%
Anticipated bonus reduced by:	29%	33%	35%	26%	5%	23%	2%	24%
Capital increased by:	6%	7%	11%	4%	2%		2%	2%

## CITY

Average COVID-19 decreases of those affected	Total 2022	New York	Washington, D.C./NoVA	Chicago	Los Angeles	San Francisco	Philadelphia	Boston	Atlanta	Dallas	Houston	Palo Alto/Silicon Valley	Minneapolis	Seattle	Miami	Other
Draw reduced by:	15%	13%	8%	11%	33%	13%	2%	5%	98%	2%	98%		12%			
Base compensation reduced by:	17%	9%	8%	11%	23%	11%	5%	2%	98%	5%	98%		19%			
Anticipated bonus reduced by:	29%	38%	2%	33%	53%		2%	2%	2%	2%	98%	2%	30%			
Capital increased by:	6%	2%	2%	8%		2%	8%	2%	2%	2%	2%		8%			

## COMPENSATION TRANSPARENCY

Average Percent Anticipated Impact of COVID-19 in 2022	Total 2022	Open	Partially Open	Closed
Draw reduced by:	15%	11%	23%	5%
Base compensation reduced by:	17%	14%	25%	6%
Anticipated bonus reduced by:	29%	27%	32%	26%
Capital increased by:	6%	5%	9%	4%

## COMPENSATION SYSTEM

Average Percent Anticipated Impact of COVID-19 in 2022	Total 2022	Pure Lockstep	Generally Lockstep	Not Lockstep at all
Draw reduced by:	15%	13%	17%	15%
Base compensation reduced by:	17%	22%	22%	15%
Anticipated bonus reduced by:	29%	29%	37%	25%
Capital increased by:	6%	18%	8%	2%

## GENDER

Average Percent Anticipated Impact of COVID-19 in 2022	Total 2022	Male	Female
Draw reduced by:	15%	18%	9%
Base compensation reduced by:	17%	19%	14%
Anticipated bonus reduced by:	29%	26%	37%
Capital increased by:	6%	8%	4%

## ETHNICITY

Average COVID-19 decreases of those affected	Total 2022	White, not Hispanic	Black, not Hispanic	Hispanic	Asian Pacific, not Hispanic	Am. Indian	Native Hawaiian or Pacific Islander	Mixed races
Draw reduced by:	15%	12%		18%	6%			
Base compensation reduced by:	17%	16%		8%	8%			8%
Anticipated bonus reduced by:	29%	27%		49%	5%			
Capital increased by:	6%	8%		2%	2%			

## PARTNERSHIP TENURE

Average Number of Days Respondents are Allowed to Work from Home	2022 Frequency	2022 Mean
1 to 5 years	477	4
6 to 10 years	328	3
11 to 20 years	432	3
More than 20 years	526	3

## PARTNERSHIP STATUS

Average Number of Days Respondents are Allowed to Work from Home	2022 Frequency	2022 Mean
Equity Partner	1148	3
Non-Equity Partner	619	3

## PRACTICE AREAS

Average Number of Days Respondents are Allowed to Work from Home	2022 Frequency	2022 Mean
Litigation	446	3
Corporate	158	4
IP	193	4
Labor & Employment	128	3
Tax & ERISA	84	3
Real Estate	103	4
Other	655	3

## CITY

Average Number of Days Respondents are Allowed to Work from Home	2022 Frequency	2022 Mean
New York, NY	227	3
Washington, D.C./NoVA	227	3
Chicago, IL	145	3
Los Angeles, CA	103	4
San Francisco, CA	75	4
Philadelphia, PA	55	4
Boston, MA	70	3
Atlanta, GA	63	4
Dallas, TX	57	3
Houston, TX	55	3
Palo Alto/Silicon Valley, CA	26	4
Minneapolis, MN	33	4
Seattle, WA	27	4
Miami, FL	46	4
Other	558	3

## COMPENSATION SYSTEM

Average Number of Days Respondents are Allowed to Work from Home	2022 Frequency	2022 Mean
Pure Lockstep	38	3
Generally Lockstep	341	3
Not Lockstep at all	1359	3

## GENDER

Average Number of Days Respondents are Allowed to Work from Home	2022 Frequency	2022 Mean
Male	1186	3
Female	507	3

## COMPENSATION TRANSPARENCY

Average Number of Days Respondents are Allowed to Work from Home	2022 Frequency	2022 Mean
Open	953	3
Partially Open	289	3
Closed	512	3

## ETHNICITY

Average Number of Days Respondents are Allowed to Work from Home	2022 Frequency	2022 Mean
White, not Hispanic	1417	3
Black, not Hispanic	39	3
Hispanic	77	3
Asian Pacific, not Hispanic	79	4
American Indian, not Hispanic	2	1
Native Hawaiian or Pacific Islander, not Hispanic	2	4
Mixed races	30	4

## PARTNERSHIP TENURE

Average Number of Days Respondents Prefer to Work from Home	2022 Frequency	2022 Mean
1 to 5 years	478	3
6 to 10 years	328	3
11 to 20 years	432	2
More than 20 years	526	2

## PARTNERSHIP STATUS

	2022 Frequency	2022 Mean
Equity Partner	1148	2
Non-Equity Partner	620	3

## PRACTICE AREAS

Average Number of Days Respondents Prefer to Work from Home	2022 Frequency	2022 Mean
Litigation	446	2
Corporate	158	3
IP	193	3
Labor & Employment	128	3
Tax & ERISA	84	3
Real Estate	103	2
Other	656	3

## CITY

Average Number of Days Respondents Prefer to Work from Home	2022 Frequency	2022 Mean
New York, NY	227	3
Washington, D.C./NoVA	227	3
Chicago, IL	145	3
Los Angeles, CA	103	3
San Francisco, CA	75	3
Philadelphia, PA	56	3
Boston, MA	70	3
Atlanta, GA	63	2
Dallas, TX	57	2
Houston, TX	55	2
Palo Alto/Silicon Valley, CA	26	3
Minneapolis, MN	33	2
Seattle, WA	27	2
Miami, FL	46	3
Other	558	2

## COMPENSATION TRANSPARENCY

Average Number of Days Respondents Prefer to Work from Home	2022 Frequency	2022 Mean
Open	953	2
Partially Open	289	3
Closed	513	3

## COMPENSATION SYSTEM

Average Number of Days Respondents Prefer to Work from Home	2022 Frequency	2022 Mean
Pure Lockstep	38	2
Generally Lockstep	342	2
Not Lockstep at All	1359	3

## GENDER

Average Number of Days Respondents Prefer to Work from Home	2022 Frequency	2022 Mean
Male	1186	2
Female	508	3

## ETHNICITY

Average Number of Days Respondents Prefer to Work from Home	2022 Frequency	2022 Mean
White, not Hispanic	1418	2
Black, not Hispanic	39	3
Hispanic	77	3
Asian Pacific, not Hispanic	79	3
American Indian, not Hispanic	2	2
Native Hawaiian or Pacific Islander, not Hispanic	2	4
Mixed races	30	3

## PARTNERSHIP TENURE

Average Percentage of Importance of Working from Home to Respondents	So important I would change firms	Very important	Somewhat important	Neutral	Not very important	Not important at all
1 to 5 years	16%	40%	24%	8%	8%	5%
6 to 10 years	10%	34%	30%	8%	12%	6%
11 to 20 years	10%	32%	25%	11%	14%	9%
More than 20 years	7%	26%	24%	12%	17%	14%

## PARTNERSHIP STATUS

Average Percentage of Importance of Working from Home to Respondents	So important I would change firms	Very important	Somewhat important	Neutral	Not very important	Not important at all
Equity Partner	9%	30%	24%	12%	16%	10%
Non-Equity Partner	14%	37%	28%	7%	7%	7%

## PRACTICE AREAS

Average Percentage of Importance of Working from Home to Respondents	So important I would change firms	Very important	Somewhat important	Neutral	Not very important	Not important at all
Litigation	7%	30%	28%	11%	14%	10%
Corporate	7%	36%	27%	9%	12%	9%
IP	16%	32%	25%	8%	12%	7%
Labor & Employment	12%	36%	24%	10%	12%	5%
Tax & ERISA	15%	32%	23%	5%	14%	11%
Real Estate	8%	25%	23%	12%	18%	14%
Other	11%	35%	25%	10%	11%	8%

## CITY

Average Percentage of Importance of Working from Home to Respondents	So important I would change firms	Very important	Somewhat important	Neutral	Not very important	Not important at all
New York, NY	10%	37%	25%	11%	11%	7%
Washington, D.C./NoVA	10%	37%	28%	10%	11%	4%
Chicago, IL	11%	42%	24%	6%	10%	6%
Los Angeles, CA	14%	33%	26%	14%	10%	4%
San Francisco, CA	16%	27%	32%	12%	9%	4%
Philadelphia, PA	9%	43%	25%	7%	11%	5%
Boston, MA	7%	41%	30%	7%	9%	6%
Atlanta, GA	5%	27%	29%	5%	16%	18%
Dallas, TX	5%	23%	30%	4%	23%	14%
Houston, TX	4%	33%	18%	13%	11%	22%
Palo Alto/Silicon Valley, CA	12%	23%	35%	12%	12%	8%
Minneapolis, MN	15%	33%	21%	3%	15%	12%
Seattle, WA	11%	22%	37%	7%	15%	7%
Miami, FL	9%	55%	14%	9%	11%	2%
Other	11%	26%	24%	11%	16%	12%

## COMPENSATION TRANSPARENCY

Average Percentage of Importance of Working from Home to Respondents	So important I would change firms	Very important	Somewhat important	Neutral	Not very important	Not important at all
Open	9%	29%	26%	11%	14%	11%
Partially Open	10%	36%	28%	12%	8%	5%
Closed	13%	38%	23%	7%	12%	7%

## COMPENSATION SYSTEM

Average Percentage of Importance of Working from Home to Respondents	So important I would change firms	Very important	Somewhat important	Neutral	Not very important	Not important at all
Pure Lockstep	16%	11%	29%	24%	16%	5%
Generally Lockstep	9%	35%	27%	10%	11%	9%
Not Lockstep at all	11%	33%	25%	9%	13%	9%

## GENDER

Average Percentage of Importance of Working from Home to Respondents	So important I would change firms	Very important	Somewhat important	Neutral	Not very important	Not important at all
Male	8%	30%	27%	11%	14%	11%
Female	17%	38%	24%	7%	10%	4%



## ETHNICITY

Average Percentage of Importance of Working from Home to Respondents	So important I would change firms	Very important	Somewhat important	Neutral	Not very important	Not important at all
White, not Hispanic	11%	32%	26%	10%	13%	9%
Black, not Hispanic	5%	41%	38%	5%	5%	5%
Hispanic	11%	37%	26%	7%	14%	5%
Asian Pacific, not Hispanic	9%	42%	24%	6%	9%	10%
American Indian, not Hispanic	0%	0%	0%	50%	50%	0%
Native Hawaiian or Pacific Islander, not Hispanic	0%	0%	0%	50%	50%	0%
Mixed races	17%	17%	45%	7%	14%	0%

## PARTNERSHIP TENURE

Average Percentage of Respondent Relocation due to COVID-19	No	Yes
1 to 5 years	94%	6%
6 to 10 years	94%	6%
11 to 20 years	94%	6%
More than 20 years	91%	9%

## PARTNERSHIP STATUS

Average Percentage of Respondent Relocation due to COVID-19	No	Yes
Equity Partner	92%	8%
Non-Equity Partner	95%	5%

## PRACTICE AREAS

Average Percentage of Respondent Relocation due to COVID-19	No	Yes
Litigation	94%	6%
Corporate	92%	8%
IP	93%	7%
Labor & Employment	91%	9%
Tax & ERISA	94%	6%
Real Estate	94%	6%
Other	93%	7%

## CITY

Average Percentage of Respondent Relocation due to COVID-19	No	Yes
New York, NY	84%	16%
Washington, D.C./NoVA	94%	6%
Chicago, IL	93%	7%
Los Angeles, CA	96%	4%
San Francisco, CA	85%	15%
Philadelphia, PA	89%	11%
Boston, MA	99%	1%
Atlanta, GA	95%	5%
Dallas, TX	96%	4%
Houston, TX	91%	9%
Palo Alto/Silicon Valley, CA	96%	4%
Minneapolis, MN	100%	0%
Seattle, WA	96%	4%
Miami, FL	98%	2%
Other	96%	4%

## COMPENSATION TRANSPARENCY

Average Percentage of Respondent Relocation due to COVID-19	No	Yes
Open	92%	8%
Partially Open	95%	5%
Closed	94%	6%

## COMPENSATION SYSTEM

Average Percentage of Respondent Relocation due to COVID-19	No	Yes
Pure Lockstep	89%	11%
Generally Lockstep	93%	7%
Not Lockstep at all	93%	7%

## GENDER

Average Percentage of Respondent Relocation due to COVID-19	No	Yes
Male	94%	6%
Female	93%	7%

## ETHNICITY

Average Percentage of Respondent Relocation due to COVID-19	No	Yes
White, not Hispanic	93%	7%
Black, not Hispanic	95%	5%
Hispanic	95%	5%
Asian Pacific, not Hispanic	92%	8%
American Indian, not Hispanic	100%	0%
Native Hawaiian or Pacific Islander, not Hispanic	100%	0%
Mixed races	86%	14%

## PARTNERSHIP TENURE

Average Percentage of Respondents Who Plan to Return to Former Location	No	Not sure	Yes
1 to 5 years	69%	10%	21%
6 to 10 years	61%	17%	22%
11 to 20 years	48%	20%	32%
More than 20 years	41%	22%	37%

## PARTNERSHIP STATUS

Average Percentage of Respondents Who Plan to Return to Former Location	No	Not sure	Yes
Equity Partner	51%	18%	31%
Non-Equity Partner	57%	17%	27%

## PRACTICE AREAS

Average Percentage of Respondents Who Plan to Return to Former Location	No	Not sure	Yes
Litigation	56%	11%	33%
Corporate	50%	25%	25%
IP	69%	8%	23%
Labor & Employment	70%	0%	30%
Tax & ERISA	20%	60%	20%
Real Estate	17%	33%	50%
Other	51%	20%	29%

## CITY

Average Percentage of Respondents Who Plan to Return to Former Location	No	Not sure	Yes
New York, NY	46%	19%	35%
Washington, D.C./NoVA	38%	23%	38%
Chicago, IL	40%	30%	30%
Los Angeles, CA	75%	25%	0%
San Francisco, CA	82%	9%	9%
Philadelphia, PA	50%	33%	17%
Boston, MA	0%	0%	100%
Atlanta, GA	0%	0%	100%
Dallas, TX	50%	0%	50%
Houston, TX	80%	0%	20%
Palo Alto/Silicon Valley, CA	100%	0%	0%
Minneapolis, MN	0%	0%	0%
Seattle, WA	100%	0%	0%
Miami, FL	100%	0%	0%
Other	57%	17%	26%

## COMPENSATION TRANSPARENCY

Average Percentage of Respondents Who Plan to Return to Former Location	No	Not sure	Yes
Open	53%	18%	29%
Partially Open	57%	14%	29%
Closed	48%	19%	32%

## COMPENSATION SYSTEM

Average Percentage of Respondents Who Plan to Return to Former Location	No	Not sure	Yes
Pure Lockstep	0%	0%	100%
Generally Lockstep	59%	9%	32%
Not Lockstep at all	53%	21%	26%

## GENDER

Average Percentage of Respondents Who Plan to Return to Former Location	No	Not sure	Yes
Male	43%	19%	38%
Female	65%	15%	21%

## ETHNICITY

Average Percentage of Respondents Who Plan to Return to Former Location	No	Not sure	Yes
White, not Hispanic	52%	17%	31%
Black, not Hispanic	50%	0%	50%
Hispanic	0%	50%	50%
Asian Pacific, not Hispanic	60%	20%	20%
American Indian, not Hispanic	0%	0%	0%
Native Hawaiian or Pacific Islander, not Hispanic	0%	0%	0%
Mixed races	50%	50%	0%

## PARTNERSHIP TENURE

Average Percentage of Respondents Who Gained/Improved Benefits During COVID-19	Childcare	Eldercare	Equipment/Tech	Mental Health	None	Paid Vacation	Physical Health
1 to 5 years	10%	3%	54%	48%	28%	6%	24%
6 to 10 years	11%	4%	54%	55%	24%	7%	25%
11 to 20 years	8%	4%	59%	62%	22%	8%	32%
More than 20 years	8%	4%	63%	50%	23%	6%	27%

## PARTNERSHIP STATUS

Average Percentage of Respondents Who Gained/Improved Benefits During COVID-19	Childcare	Eldercare	Equipment/Tech	Mental Health	None	Paid Vacation	Physical Health
Equity Partner	9%	4%	64%	57%	21%	9%	30%
Non-Equity Partner	8%	3%	47%	47%	31%	4%	21%

## PRACTICE AREAS

Average Percentage of Respondents Who Gained/Improved Benefits During COVID-19	Childcare	Eldercare	Equipment/Tech	Mental Health	None	Paid Vacation	Physical Health
Litigation	8%	3%	59%	49%	26%	7%	26%
Corporate	9%	6%	65%	66%	13%	6%	33%
IP	9%	3%	55%	54%	27%	7%	24%
Labor & Employment	12%	2%	55%	55%	23%	9%	25%
Tax & ERISA	11%	5%	52%	63%	20%	8%	31%
Real Estate	7%	4%	60%	50%	29%	7%	29%
Other	9%	4%	57%	52%	25%	7%	27%

## CITY

Average Percentage of Respondents Who Gained/Improved Benefits During COVID-19	Childcare	Eldercare	Equipment/Tech	Mental Health	None	Paid Vacation	Physical Health
New York, NY	10%	3%	58%	60%	23%	8%	32%
Washington, D.C./NoVA	11%	3%	60%	66%	21%	9%	33%
Chicago, IL	14%	6%	52%	55%	24%	6%	28%
Los Angeles, CA	7%	4%	65%	56%	20%	9%	26%
San Francisco, CA	12%	5%	75%	63%	15%	8%	33%
Philadelphia, PA	5%	0%	52%	61%	23%	7%	23%
Boston, MA	11%	7%	54%	56%	26%	1%	27%
Atlanta, GA	5%	2%	43%	27%	46%	3%	11%
Dallas, TX	14%	7%	63%	56%	26%	4%	44%
Houston, TX	13%	4%	65%	47%	22%	4%	31%
Palo Alto/Silicon Valley, CA	15%	12%	62%	77%	12%	12%	23%
Minneapolis, MN	6%	0%	61%	64%	21%	0%	12%
Seattle, WA	22%	11%	67%	67%	11%	15%	41%
Miami, FL	2%	2%	41%	57%	20%	2%	22%
Other	6%	3%	57%	43%	28%	7%	22%

## COMPENSATION TRANSPARENCY

Average Percentage of Respondents Who Gained/Improved Benefits During COVID-19	Childcare	Eldercare	Equipment/Tech	Mental Health	None	Paid Vacation	Physical Health
Open	10%	5%	64%	56%	22%	9%	29%
Partially Open	10%	3%	60%	52%	20%	5%	23%
Closed	8%	3%	45%	50%	32%	5%	25%

## COMPENSATION SYSTEM

Average Percentage of Respondents Who Gained/Improved Benefits During COVID-19	Childcare	Eldercare	Equipment/Tech	Mental Health	None	Paid Vacation	Physical Health
Pure Lockstep	11%	5%	63%	29%	34%	11%	21%
Generally Lockstep	8%	4%	60%	50%	24%	7%	24%
Not Lockstep at all	9%	4%	57%	56%	24%	7%	28%

## GENDER

Average Percentage of Respondents Who Gained/Improved Benefits During COVID-19	Childcare	Eldercare	Equipment/Tech	Mental Health	None	Paid Vacation	Physical Health
Male	8%	2%	59%	52%	25%	7%	27%
Female	11%	6%	55%	58%	23%	6%	27%

## ETHNICITY

Average Percentage of Respondents Who Gained/Improved Benefits During COVID-19	Childcare	Eldercare	Equipment/Tech	Mental Health	None	Paid Vacation	Physical Health
White, not Hispanic	9%	3%	58%	53%	25%	7%	27%
Black, not Hispanic	13%	8%	59%	64%	23%	8%	36%
Hispanic	12%	6%	58%	64%	17%	5%	26%
Asian Pacific, not Hispanic	8%	4%	58%	57%	19%	8%	29%
American Indian, not Hispanic	0%	0%	50%	50%	50%	0%	0%
Native Hawaiian or Pacific Islander, not Hispanic	0%	0%	100%	100%	0%	50%	100%
Mixed races	17%	20%	60%	70%	17%	10%	47%

## PARTNERSHIP TENURE

Average Percentage of Retirement Age Changes due to Covid-19	No	Yes, I expect to retire earlier	Yes, I expect to retire later
1 to 5 years	88%	8%	4%
6 to 10 years	83%	11%	6%
11 to 20 years	75%	18%	7%
More than 20 years	80%	12%	9%

## PARTNERSHIP STATUS

Average Percentage of Retirement Age Changes due to Covid-19	No	Yes, I expect to retire earlier	Yes, I expect to retire later
Equity Partner	79%	15%	6%
Non-Equity Partner	85%	8%	8%

## PRACTICE AREAS

Average Percentage of Retirement Age Changes due to Covid-19	No	Yes, I expect to retire earlier	Yes, I expect to retire later
Litigation	83%	12%	5%
Corporate	75%	13%	12%
IP	79%	14%	7%
Labor & Employment	78%	14%	8%
Tax & ERISA	83%	15%	1%
Real Estate	82%	11%	8%
Other	82%	12%	6%

## CITY

Average Percentage of Retirement Age Changes due to Covid-19	No	Yes, I expect to retire earlier	Yes, I expect to retire later
New York, NY	79%	13%	7%
Washington, D.C./NoVA	83%	15%	2%
Chicago, IL	81%	13%	6%
Los Angeles, CA	77%	16%	7%
San Francisco, CA	77%	16%	7%
Philadelphia, PA	80%	9%	11%
Boston, MA	83%	13%	4%
Atlanta, GA	77%	15%	8%
Dallas, TX	88%	5%	7%
Houston, TX	81%	13%	6%
Palo Alto/Silicon Valley, CA	96%	0%	4%
Minneapolis, MN	78%	19%	3%
Seattle, WA	78%	15%	7%
Miami, FL	80%	11%	9%
Other	82%	10%	7%

## ETHNICITY

Average Percentage of Retirement Age Changes due to Covid-19	No	Yes, I expect to retire earlier	Yes, I expect to retire later
White, not Hispanic	81%	12%	7%
Black, not Hispanic	76%	18%	5%
Hispanic	83%	14%	3%
Asian Pacific, not Hispanic	83%	14%	3%
American Indian, not Hispanic	100%	0%	0%
Native Hawaiian or Pacific Islander, not Hispanic	50%	0%	50%
Mixed races	73%	13%	13%

## COMPENSATION TRANSPARENCY

Average Percentage of Retirement Age Changes due to Covid-19	No	Yes, I expect to retire earlier	Yes, I expect to retire later
Open	81%	13%	6%
Partially Open	78%	15%	6%
Closed	84%	9%	7%

## COMPENSATION SYSTEM

Average Percentage of Retirement Age Changes due to COVID-19	No	Yes, I expect to retire earlier	Yes, I expect to retire later
Pure Lockstep	70%	5%	24%
Generally Lockstep	81%	12%	7%
Not Lockstep at all	82%	13%	6%

## GENDER

Average Percentage of Retirement Age Changes due to COVID-19	No	Yes, I expect to retire earlier	Yes, I expect to retire later
Male	81%	12%	7%
Female	81%	14%	5%

## PARTNERSHIP TENURE

Average Percentage of Respondents Whose Work Hours Have Been Affected by COVID-19	No	Yes
1 to 5 years	85%	15%
6 to 10 years	86%	14%
11 to 20 years	91%	9%
More than 20 years	95%	5%

## PARTNERSHIP STATUS

Average Percentage of Respondents Whose Work Hours Have Been Affected by COVID-19	No	Yes
Equity Partner	92%	8%
Non-Equity Partner	84%	16%

## PRACTICE AREAS

Average Percentage of Respondents Whose Work Hours Have Been Affected by COVID-19	No	Yes
Litigation	87%	13%
Corporate	92%	8%
IP	89%	11%
Labor & Employment	90%	10%
Tax & ERISA	92%	8%
Real Estate	92%	8%
Other	90%	10%

## CITY

Average Percentage of Respondents Whose Work Hours Have Been Affected by COVID-19	No	Yes
New York, NY	94%	6%
Washington, D.C./NoVA	91%	9%
Chicago, IL	88%	12%
Los Angeles, CA	81%	19%
San Francisco, CA	78%	22%
Philadelphia, PA	91%	9%
Boston, MA	87%	13%
Atlanta, GA	95%	5%
Dallas, TX	91%	9%
Houston, TX	96%	4%
Palo Alto/Silicon Valley, CA	92%	8%
Minneapolis, MN	97%	3%
Seattle, WA	89%	11%
Miami, FL	96%	4%
Other	88%	12%

## COMPENSATION TRANSPARENCY

Average Percentage of Respondents Whose Work Hours Have Been Affected by COVID-19	No	Yes
Open	91%	9%
Partially Open	84%	16%
Closed	89%	11%

## COMPENSATION SYSTEM

Average Percentage of Respondents Whose Work Hours Have Been Affected by COVID-19	No	Yes
Pure Lockstep	84%	16%
Generally Lockstep	88%	12%
Not Lockstep at all	90%	10%

## GENDER

Average Percentage of Respondents Whose Work Hours Have Been Affected by COVID-19	No	Yes
Male	1%	0%
Female	1%	0%

## ETHNICITY

Average Percentage of Respondents Whose Work Hours Have Been Affected by COVID-19	No	Yes
White, not Hispanic	1%	0%
Black, not Hispanic	1%	0%
Hispanic	1%	0%
Asian Pacific, not Hispanic	1%	0%
American Indian, not Hispanic	1%	1%
Native Hawaiian or Pacific Islander, not Hispanic	1%	1%
Mixed races	1%	0%

## PARTNERSHIP TENURE

Average Percentage of COVID-19's Impact on Work Hours	2022 Frequency	2022 Mean
1 to 5 years	70	20%
6 to 10 years	46	28%
11 to 20 years	39	22%
More than 20 years	25	18%

## PARTNERSHIP STATUS

Average Percentage of COVID-19's Impact on Work Hours	2022 Frequency	2022 Mean
Equity Partner	87	20%
Non-Equity Partner	93	24%
Not Lockstep at all	90%	10%

## PRACTICE AREAS

Average Percentage of COVID-19's Impact on Work Hours	2022 Frequency	2022 Mean
Litigation	58	22%
Corporate	13	30%
IP	20	22%
Labor & Employment	13	30%
Tax & ERISA	7	17%
Real Estate	8	25%
Other	61	19%

## CITY

Average Percentage of COVID-19's Impact on Work Hours	2022 Frequency	2022 Mean
New York, NY	13	18%
Washington, D.C./NoVA	21	15%
Chicago, IL	16	23%
Los Angeles, CA	19	27%
San Francisco, CA	15	24%
Philadelphia, PA	5	22%
Boston, MA	9	11%
Atlanta, GA	3	16%
Dallas, TX	5	28%
Houston, TX	2	16%
Palo Alto/Silicon Valley, CA	2	21%
Minneapolis, MN	1	16%
Seattle, WA	3	42%
Miami, FL	2	10%
Other	64	24%



## COMPENSATION TRANSPARENCY

Average Percentage of COVID-19's Impact on Work Hours	2022 Frequency	2022 Mean
Open	82	22%
Partially Open	44	24%
Closed	53	20%
More than 20 years	25	18%

## COMPENSATION SYSTEM

Average Percentage of COVID-19's Impact on Work Hours	2022 Frequency	2022 Mean
Pure Lockstep	6	41%
Generally Lockstep	40	28%
Not Lockstep at all	131	19%

## GENDER

Average Percentage of COVID-19's Impact on Work Hours	2022 Frequency	2022 Mean
Male	88	20%
Female	90	24%

## ETHNICITY

Average Percentage of COVID-19's Impact on Work Hours	2022 Frequency	2022 Mean
White, not Hispanic	137	21%
Black, not Hispanic	3	23%
Hispanic	5	16%
Asian Pacific, not Hispanic	15	22%
Native Hawaiian or Pacific Islander, not Hispanic	1	66%
American Indian, not Hispanic	1	36%
Mixed races	8	24%

## III – Average Total Compensation

### PARTNERSHIP TENURE

	2020	2020 Adj.	2022	% Change	2022 Frequency
1 - 5 years	\$529K	\$487K	\$681K	40%	476
6 - 10 years	\$958K	\$881K	\$1.01M	15%	327
11 - 20 years	\$1.29M	\$1.18M	\$1.43M	21%	428
More than 20 years	\$1.38M	\$1.27M	\$1.32M	4%	522

### PARTNERSHIP STATUS

	2020	2020 Adj.	2022	% Change	2022 Frequency
Equity Partner	\$1.39M	\$1.27M	\$1.47M	15%	1142
Non-Equity Partner	\$432K	\$397K	\$460K	16%	613

### PRACTICE AREAS

	2020	2020 Adj.	2022	% Change	2022 Frequency
Litigation	\$980K	\$902K	\$1.05M	17%	442
Corporate	\$1.28M	\$1.17M	\$1.48M	26%	157
IP	\$1.1M	\$1M	\$1M	0%	192
Labor & Employment	\$667K	\$614K	\$653K	6%	128
Tax & ERISA	\$1.37M	\$1.26M	\$1.11M	-9%	83
Real Estate	\$925K	\$851K	\$953K	12%	103
Other	\$980K	\$902K	\$1.22M	35%	650

### CITY

	2020	2020 Adj.	2022	% Change	2022 Frequency
New York, NY	\$1.64M	\$1.5M	\$1.81M	20%	226
Washington, D.C./NoVA	\$1.25M	\$1.15M	\$1.41M	23%	226
Chicago, IL	\$895K	\$823K	\$1.08M	32%	143
Los Angeles, CA	\$1.37M	\$1.26M	\$1.06M	-15%	102
San Francisco, CA	\$1.25M	\$1.15M	\$1.52M	32%	74
Philadelphia, PA	\$1.11M	\$1M	\$744K	-27%	56
Boston, MA	\$1.39M	\$1.27M	\$1.47M	16%	70
Atlanta, GA	\$650K	\$598K	\$987K	65%	62
Dallas, TX	\$843K	\$776K	\$1.45M	87%	57
Houston, TX	\$990K	\$911K	\$1.34M	48%	54
Palo Alto/Silicon Valley, CA	\$1.66M	\$1.52M	\$1.5M	-2%	26
Minneapolis, MN	\$675K	\$621K	\$837K	35%	33
Seattle, WA	\$801K	\$737K	\$714K	-3%	27
Miami, FL	\$954K	\$878K	\$829K	-6%	46
Other	\$604K	\$556K	\$673K	21%	553

## COMPENSATION TRANSPARENCY

	2020	2020 Adj.	2022	% Change	2022 Frequency
Open	\$1.22M	\$1.12M	\$1.32M	18%	950
Partially Open	\$909K	\$836K	\$916K	10%	286
Closed	\$694K	\$638K	\$848K	33%	509

## COMPENSATION SYSTEM

	2020	2020 Adj.	2022	% Change	2022 Frequency
Pure Lockstep	\$1.99M	\$1.83M	\$1.14M	-37%	38
Generally Lockstep	\$985K	\$906K	\$940K	4%	339
Not Lockstep at all	\$1M	\$975K	\$1.16M	19%	1352

## GENDER

	2020	2020 Adj.	2022	% Change	2022 Frequency
Male	\$1.13M	\$1.04M	\$1.21M	21%	507
Female	\$784K	\$721K	\$905K	26%	1181

## ETHNICITY

	2020	2020 Adj.	2022	% Change	2022 Frequency
White, not Hispanic	\$1M	\$966K	\$1.13M	17%	1413
Black, not Hispanic	\$902K	\$830K	\$752K	-9%	39
Hispanic	\$648K	\$596K	\$930K	56%	77
Asian Pacific, not Hispanic	\$1M	\$920K	\$1.22M	33%	79
American Indian, not Hispanic	-	-	\$1.22M	-	2
Native Hawaiian or Pacific Islander, not Hispanic	\$325K	\$299K	\$350K	17%	2
Mixed races	\$1.17M	\$1.07M	\$1.15M	8%	30

## IV – Average Total Originations

### PARTNERSHIP TENURE

	2020	2020 Adj.	2022	% Change	2022 Frequency
1 to 5 years	\$950K	\$874K	\$1.38M	59%	446
6 to 10 years	\$2.6M	\$2.39M	\$2.3M	-4%	314
11 to 20 years	\$3.71M	\$3.41M	\$3.79M	11%	417
More than 20 years	\$3.92M	\$3.6M	\$3.37M	-6%	512

### PARTNERSHIP STATUS

	2020	2020 Adj.	2022	% Change	2022 Frequency
Equity Partner	\$4M	\$3.68M	\$3.73M	1%	1102
Non-Equity Partner	\$865K	\$791K	\$927K	17%	589

### PRACTICE AREAS

	2020	2020 Adj.	2022	% Change	2022 Frequency
Litigation	\$2.7M	\$2.48M	\$2.55M	3%	428
Corporate	\$3.98M	\$3.66M	\$4.28M	17%	150
IP	\$3.13M	\$2.88M	\$2.43M	-15%	187
Labor & Employment	\$1.58M	\$1.45M	\$1.75M	20%	122
Tax & ERISA	\$1.6M	\$1.47M	\$1.4M	-4%	81
Real Estate	\$2.64M	\$2.42M	\$2.41M	-1%	101
Other	\$2.68M	\$2.46M	\$3M	24%	622

### CITY

	2020	2020 Adj.	2022	% Change	2022 Frequency
New York, NY	\$4.16M	\$3.82M	\$4.27M	12%	217
Washington, D.C./NoVA	\$3.33M	\$3M	\$3.06M	5%	216
Chicago, IL	\$2.49M	\$2.29M	\$2.29M	27%	138
Los Angeles, CA	\$3M	\$2.77M	\$2.58M	-7%	93
San Francisco, CA	\$3.26M	\$2.99M	\$3.98M	33%	72
Philadelphia, PA	\$3.94M	\$3.62M	\$2.27M	-37%	55
Boston, MA	\$4.43M	\$4M	\$3.33M	-18%	69
Atlanta, GA	\$1.67M	\$1.53M	\$2.25M	47%	62
Dallas, TX	\$2.55M	\$2.34M	\$4.2M	79%	54
Houston, TX	\$2.8M	\$2.57M	\$3.19M	24%	55
Palo Alto/Silicon Valley, CA	\$6M	\$5.52M	\$4.63M	-16%	26
Minneapolis, MN	\$1.7M	\$1.56M	\$1.86M	19%	33
Seattle, WA	\$3M	\$2.78M	\$1.72M	-38%	24
Miami, FL	\$2.31M	\$2.12M	\$2.07M	-2%	46
Other	\$1.72M	\$1.58M	\$1.68M	6%	531

## COMPENSATION TRANSPARENCY

	2020	2020 Adj.	2022	% Change	2022 Frequency
Open	\$3.38M	\$3.11M	\$3.2M	3%	920
Partially Open	\$2.09M	\$1.92M	\$2.15M	12%	272
Closed	\$1.91M	\$1.75M	\$2.27M	30%	490

## COMPENSATION SYSTEM

	2020	2020 Adj.	2022	% Change	2022 Frequency
Pure Lockstep	\$8.94M	\$8.22M	\$2.88M	-65%	36
Generally Lockstep	\$2.25M	\$2.07M	\$2.24M	9%	321
Not Lockstep at all	\$2.93M	\$2.69M	\$2.85M	6%	1311

## GENDER

	2020	2020 Adj.	2022	% Change	2022 Frequency
Male	\$3.12M	\$2.87M	\$3.04M	6%	1151
Female	\$2.1M	\$1.93M	\$2.02M	5%	480

## ETHNICITY

	2020	2020 Adj.	2022	% Change	2022 Frequency
White, not Hispanic	\$2.89M	\$2.65M	\$2.7M	2%	1375
Black, not Hispanic	\$1.84M	\$1.69M	\$1.74M	3%	37
Hispanic	\$1.47M	\$1.35M	\$2.76M	104%	74
Asian Pacific, not Hispanic	\$3.13M	\$2.88M	\$2.95M	3%	71
American Indian, not Hispanic	-	-	\$5.52M	-	2
Native Hawaiian or Pacific Islander, not Hispanic	\$950K	\$875K	\$2.45M	180%	1
Mixed races	\$3.13M	\$2.88M	\$3.4M	18%	29

# V – Average Total Working Attorney Receipts

## PARTNERSHIP TENURE

	2020	2020 Adj.	2022	% Change	2022 Frequency
1 to 5 years	\$1.04M	\$978K	\$1.2M	23%	426
6 to 10 years	\$1.34M	\$1.26M	\$1.43M	14%	305
11 to 20 years	\$1.34M	\$1.26M	\$1.45M	15%	405
More than 20 years	\$1.3M	\$1.22M	\$1.43M	17%	496

## PARTNERSHIP STATUS

	2020	2020 Adj.	2022	% Change	2022 Frequency
Equity Partner	\$1.41M	\$1.32M	\$1.55M	17%	1063
Non-Equity Partner	\$960K	\$902K	\$1.04M	16%	571

## PRACTICE AREAS

	2020	2020 Adj.	2022	% Change	2022 Frequency
Litigation	\$1.16M	\$1.09M	\$1.33M	23%	412
Corporate	\$1.37M	\$1.28M	\$1.71M	33%	150
IP	\$1.34M	\$1.26M	\$1.79M	-6%	180
Labor & Employment	\$970K	\$912K	\$962K	5%	118
Tax & ERISA	\$1.61M	\$1.51M	\$1.54M	2%	78
Real Estate	\$1.22M	\$1.14M	\$1.18M	3%	96
Other	\$1.21M	\$1.13M	\$1.47M	30%	600

## CITY

	2020	2020 Adj.	2022	% Change	2022 Frequency
New York, NY	\$1.8M	\$1.69M	\$1.93M	14%	207
Washington, D.C./NoVA	\$1.53M	\$1.43M	\$1.79M	25%	202
Chicago, IL	\$1.18M	\$1.1M	\$1.32M	20%	131
Los Angeles, CA	\$1.33M	\$1.25M	\$1.38M	11%	94
San Francisco, CA	\$1.52M	\$1.42M	\$1.68M	18%	66
Philadelphia, PA	\$1.25M	\$1.1M	\$1.24M	6%	55
Boston, MA	\$1.58M	\$1.48M	\$1.65M	12%	69
Atlanta, GA	\$860K	\$808K	\$1.08M	34%	62
Dallas, TX	\$1.09M	\$1.02M	\$1.58M	55%	53
Houston, TX	\$1.15M	\$1.08M	\$1.52M	41%	52
Palo Alto/Silicon Valley, CA	\$.042M	\$1.91M	\$2.11M	10%	25
Minneapolis, MN	\$970K	\$912K	\$1.04M	15%	33
Seattle, WA	\$980K	\$921K	\$938K	2%	24
Miami, FL	\$1.09M	\$1.02M	\$1.02M	0%	43
Other	\$860K	\$808K	\$979K	21%	518

COMPENSATION TRANSPARENCY

	2020	2020 Adj.	2022	% Change	2022 Frequency
Open	\$1.32M	\$1.24M	\$1.42M	15%	886
Partially Open	\$1.22M	\$1.14M	\$1.40M	22%	261
Closed	\$1.07M	\$1M	\$1.27M	26%	478

COMPENSATION SYSTEM

	2020	2020 Adj.	2022	% Change	2022 Frequency
Pure Lockstep	\$2.43M	\$2.28M	\$1.22M	-46%	33
Generally Lockstep	\$1.3M	\$1.22M	\$1.35M	11%	309
Not Lockstep at all	\$1.23M	\$1.15M	\$1.38M	20%	1269

GENDER

	2020	2020 Adj.	2022	% Change	2022 Frequency
Male	\$1.29M	\$1.21M	\$1.44M	19%	1120
Female	\$1.13M	\$1.06M	\$1.21M	15%	456

ETHNICITY

	2020	2020 Adj.	2022	% Change	2022 Frequency
White, not Hispanic	\$1.24M	\$1.16M	\$1.37M	18%	1332
Black, not Hispanic	\$1.2M	\$1.12M	\$1.27M	13%	36
Hispanic	\$1.02M	\$959K	\$1.4M	46%	71
Asian Pacific, not Hispanic	\$1.49M	\$1.4M	\$1.59M	14%	68
American Indian, not Hispanic	-	-	\$1.1M	-	2
Native Hawaiian or Pacific Islander, not Hispanic	\$450K	\$423K	\$1.95M	361%	1
Mixed races	\$1.53M	\$1.43M	\$1.34M	-6%	29

## VI – Average Billing Rates

### PARTNERSHIP TENURE

	2020	2020 Adj.	2022	% Change	2022 Frequency
1 to 5 years	\$724	\$681	\$773	14%	469
6 to 10 years	\$827	\$777	\$810	4%	325
11 to 20 years	\$867	\$815	\$876	7%	430
More than 20 years	\$884	\$831	\$819	-1%	521

### PARTNERSHIP STATUS

	2020	2020 Adj.	2022	% Change	2022 Frequency
Equity Partner	\$902	\$848	\$876	3%	1141
Non-Equity Partner	\$689	\$648	\$712	10%	606

### PRACTICE AREAS

	2020	2020 Adj.	2022	% Change	2022 Frequency
Litigation	\$770	\$724	\$768	6%	440
Corporate	\$901	\$847	\$937	11%	158
IP	\$868	\$816	\$811	-1%	192
Labor & Employment	\$656	\$617	\$620	0%	127
Tax & ERISA	\$1,041	\$979	\$966	-1%	84
Real Estate	\$754	\$709	\$716	1%	103
Other	\$820	\$771	\$865	12%	643

### CITY

	2020	2020 Adj.	2022	% Change	2022 Frequency
New York, NY	\$1,088	\$1,023	\$1,109	8%	225
Washington, D.C./NoVA	\$988	\$929	\$1,048	13%	226
Chicago, IL	\$821	\$772	\$839	9%	142
Los Angeles, CA	\$933	\$877	\$888	1%	100
San Francisco, CA	\$907	\$853	\$955	12%	74
Philadelphia, PA	\$717	\$674	\$761	13%	56
Boston, MA	\$969	\$911	\$953	5%	70
Atlanta, GA	\$634	\$596	\$650	9%	62
Dallas, TX	\$817	\$768	\$810	5%	57
Houston, TX	\$880	\$827	\$896	8%	55
Palo Alto/Silicon Valley, CA	\$1,051	\$988	\$1,159	17%	26
Minneapolis, MN	\$617	\$580	\$628	8%	33
Seattle, WA	\$692	\$650	\$687	6%	25
Miami, FL	\$739	\$695	\$787	13%	46
Other	\$585	\$550	\$576	5%	550



COMPENSATION TRANSPARENCY

	2020	2020 Adj.	2022	% Change	2022 Frequency
Open	\$861	\$809	\$832	3%	948
Partially Open	\$839	\$789	\$831	5%	286
Closed	\$729	\$685	\$791	15%	503

COMPENSATION SYSTEM

	2020	2020 Adj.	2022	% Change	2022 Frequency
Pure Lockstep	\$1,009	\$948	\$667	-30%	37
Generally Lockstep	\$785	\$738	\$761	3%	339
Not Lockstep at all	\$833	\$783	\$840	7%	1347

GENDER

	2020	2020 Adj.	2022	% Change	2022 Frequency
Male	\$841	\$791	\$828	5%	1176
Female	\$766	\$720	\$790	10%	503

ETHNICITY

	2020	2020 Adj.	2022	% Change	2022 Frequency
White, not Hispanic	\$822	\$773	\$819	6%	1407
Black, not Hispanic	\$797	\$749	\$806	8%	39
Hispanic	\$698	\$656	\$737	12%	77
Asian Pacific, not Hispanic	\$862	\$810	\$893	10%	77
American Indian, not Hispanic	-	-	\$874	-	2
Native Hawaiian or Pacific Islander, not Hispanic	\$287	\$270	\$474	76%	2
Mixed races	\$865	\$813	\$782	-4%	30

% OF DISCOUNT BILLABLE

	2020	2022	Frequency
No standard discount	37%	46%	742
<5%	6%	0%	0
5-10%	33%	32%	513
11-15%	15%	12%	190
16-20%	6%	6%	104
21-25%	2%	2%	30
26-30%	1%	1%	13
31-35%	0%	1%	9
36-40%	1%	1%	10
41-45%	0%	0%	2
46-50%	0%	0%	4
>50%	0%	0%	0
Total			1617

## VII – Average Billable Hours

### PARTNERSHIP TENURE

	2020	2020 Adj.	2022	% Change	2022 Frequency
1 to 5 years	1758	1758	1784	1%	463
6 to 10 years	1726	1726	1730	0%	323
11 to 20 years	1674	1674	1732	3%	425
More than 20 years	1586	1586	1650	4%	517

### PARTNERSHIP STATUS

	2020	2020 Adj.	2022	% Change	2022 Frequency
Equity Partner	1685	1685	1713	2%	1131
Non-Equity Partner	1672	1672	1737	4%	599

### PRACTICE AREAS

	2020	2020 Adj.	2022	% Change	2022 Frequency
Litigation	1772	1772	1765	0%	436
Corporate	1620	1620	1792	11%	157
IP	1619	1619	1661	3%	191
Labor & Employment	1682	1682	1689	0%	127
Tax & ERISA	1765	1765	1713	-3%	83
Real Estate	1651	1651	1668	1%	102
Other	1662	1662	1708	3%	634

### CITY

	2020	2020 Adj.	2022	% Change	2022 Frequency
New York, NY	1721	1721	1788	4%	224
Washington, D.C./NoVA	1680	1680	1751	4%	223
Chicago, IL	1672	1672	1697	1%	143
Los Angeles, CA	1711	1711	1684	-2%	99
San Francisco, CA	1748	1748	1747	0%	73
Philadelphia, PA	1788	1788	1713	-4%	56
Boston, MA	1776	1776	1798	1%	70
Atlanta, GA	1606	1606	1805	12%	60
Dallas, TX	1701	1701	1748	3%	54
Houston, TX	1653	1653	1755	6%	55
Palo Alto/Silicon Valley, CA	1673	1673	1843	10%	26
Minneapolis, MN	1598	1598	1809	13%	33
Seattle, WA	1547	1547	1707	10%	26
Miami, FL	1771	1771	1615	-9%	45
Other	1639	1639	1666	2%	543

COMPENSATION TRANSPARENCY

	2020	2020 Adj.	2022	% Change	2022 Frequency
Open	1669	1669	1697	2%	941
Partially Open	1665	1665	1745	5%	282
Closed	1719	1719	1753	2%	497

COMPENSATION SYSTEM

	2020	2020 Adj.	2022	% Change	2022 Frequency
Pure Lockstep	2060	2060	1750	-15%	37
Generally Lockstep	1770	1770	1788	1%	333
Not Lockstep at all	1662	1662	1705	3%	1336

GENDER

	2020	2020 Adj.	2022	% Change	2022 Frequency
Male	1693	1693	1748	3%	1171
Female	1636	1636	1663	2%	494

ETHNICITY

	2020	2020 Adj.	2022	% Change	2022 Frequency
White, not Hispanic	1681	1681	1723	2%	1396
Black, not Hispanic	1609	1609	1641	2%	38
Hispanic	1672	1672	1712	2%	76
Asian Pacific, not Hispanic	1629	1629	1754	8%	75
American Indian, not Hispanic	-	-	1374	-	2
Native Hawaiian or Pacific Islander, not Hispanic	1775	1775	1824	3%	2
Mixed races	1790	1790	1807	1%	30

## VIII – Average Non-Billable Hours

### PARTNERSHIP TENURE

	2020	2020 Adj.	2022	% Change	2022 Frequency
1 to 5 years	519	503	414	-18%	462
6 to 10 years	576	559	479	-14%	322
11 to 20 years	611	593	531	-10%	422
More than 20 years	643	624	501	-20%	510

### PARTNERSHIP STATUS

	2020	2020 Adj.	2022	% Change	2022 Frequency
Equity Partner	618	599	518	-14%	1122
Non-Equity Partner	538	522	412	-21%	596

### PRACTICE AREAS

	2020	2020 Adj.	2022	% Change	2022 Frequency
Litigation	507	492	416	-15%	429
Corporate	645	626	552	-12%	157
IP	660	640	505	-21%	190
Labor & Employment	527	511	480	-6%	125
Tax & ERISA	609	591	475	-20%	84
Real Estate	503	488	473	-3%	100
Other	619	600	502	-16%	633

### CITY

	2020	2020 Adj.	2022	% Change	2022 Frequency
New York, NY	599	581	497	-14%	224
Washington, D.C./NoVA	650	631	535	-15%	224
Chicago, IL	554	537	488	-9%	140
Los Angeles, CA	601	583	490	-16%	100
San Francisco, CA	611	593	461	-22%	73
Philadelphia, PA	486	471	427	-9%	55
Boston, MA	577	560	486	-13%	70
Atlanta, GA	570	553	465	-16%	58
Dallas, TX	603	585	497	-15%	55
Houston, TX	683	663	450	-32%	54
Palo Alto/Silicon Valley, CA	636	617	547	-11%	26
Minneapolis, MN	602	584	447	-23%	33
Seattle, WA	640	621	372	-40%	26
Miami, FL	366	355	455	28%	44
Other	578	561	465	-17%	536

COMPENSATION TRANSPARENCY

	2020	2020 Adj.	2022	% Change	2022 Frequency
Open	619	600	505	-16%	931
Partially Open	574	557	466	-16%	282
Closed	524	508	442	-13%	495

COMPENSATION SYSTEM

	2020	2020 Adj.	2022	% Change	2022 Frequency
Pure Lockstep	454	440	426	-3%	37
Generally Lockstep	516	501	430	-14%	329
Not Lockstep at all	605	587	495	-16%	1329

GENDER

	2020	2020 Adj.	2022	% Change	2022 Frequency
Male	585	567	474	-16%	1160
Female	619	600	491	-18%	493

ETHNICITY

	2020	2020 Adj.	2022	% Change	2022 Frequency
White, not Hispanic	590	572	474	-17%	1388
Black, not Hispanic	614	596	569	-5%	38
Hispanic	565	548	509	-7%	72
Asian Pacific, not Hispanic	679	659	514	-22%	76
American Indian, not Hispanic	-	-	424	-	2
Native Hawaiian or Pacific Islander, not Hispanic	625	606	74	-88%	2
Mixed races	653	633	448	-29%	30

# IX – Satisfaction with Total Compensation

## PARTNERSHIP TENURE (2022)

2022	Very satisfied	Moderately satisfied	Slightly satisfied	Neutral	Slightly dissatisfied	Moderately dissatisfied	Very dissatisfied	2022 Frequency
1 - 5 years	18%	38%	12%	7%	9%	10%	5%	317
6 - 10 years	23%	42%	9%	6%	10%	5%	4%	228
11 - 20 years	32%	29%	13%	8%	8%	4%	5%	321
More than 20 years	41%	32%	9%	5%	6%	5%	3%	336

## PARTNERSHIP TENURE (2020)

2020	Very satisfied	Moderately satisfied	Slightly satisfied	Neutral	Slightly dissatisfied	Moderately dissatisfied	Very dissatisfied
1 - 5 years	16%	39%	15%	7%	6%	10%	8%
6 - 10 years	21%	39%	11%	7%	8%	9%	6%
11 - 20 years	29%	36%	9%	8%	8%	6%	3%
More than 20 years	33%	41%	7%	5%	4%	5%	4%

## PARTNERSHIP STATUS (2022)

2022	Very satisfied	Moderately satisfied	Slightly satisfied	Neutral	Slightly dissatisfied	Moderately dissatisfied	Very dissatisfied	2022 Frequency
Equity Partner	40%	35%	9%	5%	5%	4%	3%	771
Non-Equity Partner	10%	34%	14%	9%	14%	11%	7%	432

## PARTNERSHIP STATUS (2020)

2020	Very satisfied	Moderately satisfied	Slightly satisfied	Neutral	Slightly dissatisfied	Moderately dissatisfied	Very dissatisfied
Equity Partner	32%	40%	9%	7%	5%	5%	3%
Non-Equity Partner	12%	37%	14%	7%	8%	12%	10%

## PRACTICE AREA (2022)

2022	Very satisfied	Moderately satisfied	Slightly satisfied	Neutral	Slightly dissatisfied	Moderately dissatisfied	Very dissatisfied	2022 Frequency
Litigation	27%	36%	10%	7%	8%	7%	5%	278
Corporate	25%	39%	8%	8%	7%	6%	6%	253
IP	31%	29%	12%	8%	11%	4%	5%	132
Labor & Employment	20%	37%	13%	6%	7%	11%	5%	87
Tax & ERISA	33%	27%	15%	6%	8%	6%	4%	64
Real Estate	32%	33%	10%	4%	11%	5%	6%	58
Other	32%	35%	11%	6%	7%	6%	3%	329

## PRACTICE AREA (2020)

2020	Very satisfied	Moderately satisfied	Slightly satisfied	Neutral	Slightly dissatisfied	Moderately dissatisfied	Very dissatisfied
Litigation	24%	41%	10%	7%	8%	5%	5%
Corporate	23%	40%	9%	9%	7%	9%	3%
IP	30%	34%	9%	5%	7%	10%	5%
Labor & Employment.	26%	40%	10%	5%	7%	9%	2%
Tax & ERISA	28%	41%	9%	6%	5%	6%	5%
Real Estate	31%	31%	14%	9%	5%	3%	7%
Other	24%	39%	12%	6%	5%	8%	8%

## CITY (2022)

2022	Very satisfied	Moderately satisfied	Slightly satisfied	Neutral	Slightly dissatisfied	Moderately dissatisfied	Very dissatisfied	2022 Frequency
New York	28%	32%	16%	5%	6%	7%	6%	165
D.C. / NoVA	34%	34%	11%	5%	6%	5%	5%	161
Chicago	24%	37%	13%	6%	10%	6%	6%	113
Los Angeles	25%	31%	13%	6%	12%	10%	4%	81
San Francisco	31%	40%	7%	5%	11%	3%	4%	60
Philadelphia	34%	34%	5%	4%	9%	7%	7%	31
Boston	41%	27%	9%	6%	6%	9%	3%	49
Atlanta	29%	40%	8%	3%	15%	2%	3%	41
Dallas	40%	33%	5%	11%	7%	2%	2%	43
Houston	33%	33%	11%	4%	4%	11%	5%	31
Silicon Valley	15%	38%	8%	19%	8%	8%	4%	32
Minneapolis	33%	24%	12%	3%	15%	9%	3%	24
Seattle	26%	41%	11%	0%	11%	7%	4%	30
Miami	17%	37%	11%	9%	7%	13%	7%	25
Other	28%	36%	10%	8%	8%	6%	3%	316

## CITY (2020)

2020	Very satisfied	Moderately satisfied	Slightly satisfied	Neutral	Slightly dissatisfied	Moderately dissatisfied	Very dissatisfied
New York	24%	38%	10%	11%	6%	7%	5%
D.C. / NoVA	28%	45%	10%	6%	4%	4%	4%
Chicago	17%	40%	9%	6%	12%	8%	8%
Los Angeles	28%	33%	14%	4%	5%	11%	5%
San Francisco	30%	30%	12%	7%	5%	10%	7%
Philadelphia	16%	39%	7%	3%	19%	13%	3%
Boston	29%	41%	18%	2%	6%	4%	0%
Atlanta	22%	46%	2%	5%	0%	12%	12%
Dallas	28%	35%	12%	14%	5%	2%	5%
Houston	19%	45%	7%	7%	10%	10%	3%
Silicon Valley	38%	25%	16%	6%	6%	6%	3%
Minneapolis	25%	42%	8%	8%	0%	13%	4%
Seattle	23%	43%	10%	3%	7%	10%	3%
Miami	20%	40%	16%	12%	12%	0%	0%
Other	26%	38%	10%	6%	6%	8%	6%

## LATERAL STATUS (2022)

2022	Very satisfied	Moderately satisfied	Slightly satisfied	Neutral	Slightly dissatisfied	Moderately dissatisfied	Very dissatisfied	2022 Frequency
Joined laterally as partner	32%	34%	10%	6%	7%	6%	4%	652
Lateralled from Gov't/Industry	27%	47%	3%	7%	7%	6%	3%	
Homegrown from associate	27%	33%	12%	7%	9%	7%	5%	541

## LATERAL STATUS (2020)

2020	Very satisfied	Moderately satisfied	Slightly satisfied	Neutral	Slightly dissatisfied	Moderately dissatisfied	Very dissatisfied
Joined laterally as partner	25%	42%	10%	8%	6%	6%	5%
Lateralled from Gov't/Industry	NA	NA	NA	NA	NA	NA	NA
Homegrown from associate	26%	35%	12%	6%	7%	9%	6%

## COMPENSATION TRANSPARENCY (2022)

2022	Very satisfied	Moderately satisfied	Slightly satisfied	Neutral	Slightly dissatisfied	Moderately dissatisfied	Very dissatisfied	2022 Frequency
Open	37%	35%	9%	6%	5%	5%	3%	764
Partially Open	21%	37%	11%	8%	11%	6%	6%	153
Closed	20%	32%	13%	7%	11%	10%	6%	283



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## COMPENSATION TRANSPARENCY (2020)

2020	Very satisfied	Moderately satisfied	Slightly satisfied	Neutral	Slightly dissatisfied	Moderately dissatisfied	Very dissatisfied
Open	31%	41%	9%	5%	6%	6%	3%
Partially Open	18%	39%	11%	12%	9%	9%	3%
Closed	14%	33%	15%	8%	7%	12%	11%

## COMPENSATION SYSTEM (2022)

2022	Very satisfied	Moderately satisfied	Slightly satisfied	Neutral	Slightly dissatisfied	Moderately dissatisfied	Very dissatisfied	2022 Frequency
Pure Lockstep	35%	38%	3%	11%	8%	3%	3%	13
Generally Lockstep	24%	38%	12%	7%	8%	6%	4%	184
Not Lockstep at all	31%	34%	11%	6%	8%	7%	5%	998

## COMPENSATION SYSTEM (2020)

2020	Very satisfied	Moderately satisfied	Slightly satisfied	Neutral	Slightly dissatisfied	Moderately dissatisfied	Very dissatisfied
Pure Lockstep	69%	8%	15%	0%	0%	8%	0%
Generally Lockstep	21%	36%	10%	9%	9%	8%	6%
Not Lockstep at all	25%	40%	11%	6%	6%	7%	5%

## GENDER (2022)

2022	Very satisfied	Moderately satisfied	Slightly satisfied	Neutral	Slightly dissatisfied	Moderately dissatisfied	Very dissatisfied	2022 Frequency
Male	31%	35%	11%	6%	8%	6%	4%	812
Female	26%	36%	10%	7%	9%	7%	6%	353

## GENDER (2020)

2020	Very satisfied	Moderately satisfied	Slightly satisfied	Neutral	Slightly dissatisfied	Moderately dissatisfied	Very dissatisfied
Male	25%	40%	11%	7%	6%	6%	5%
Female	24%	36%	10%	6%	7%	11%	6%

## ETHNICITY (2022)

2022	Very satisfied	Moderately satisfied	Slightly satisfied	Neutral	Slightly dissatisfied	Moderately dissatisfied	Very dissatisfied	2022 Frequency
White, not Hispanic	30%	36%	10%	6%	8%	6%	4%	931
Black, not Hispanic	23%	31%	13%	0%	15%	10%	8%	47
Hispanic	32%	38%	13%	5%	4%	3%	5%	70
Asian Pacific, not Hispanic	27%	28%	14%	10%	9%	6%	6%	69
American Indian, not Hispanic	50%	0%	0%	50%	0%	0%	0%	0
Native Hawaiian or Pacific Islander, not Hispanic	50%	0%	0%	0%	0%	50%	0%	1
Mixed races	17%	33%	13%	7%	17%	3%	10%	18

## ETHNICITY (2020)

2020	Very satisfied	Moderately satisfied	Slightly satisfied	Neutral	Slightly dissatisfied	Moderately dissatisfied	Very dissatisfied
White, not Hispanic	26%	39%	11%	6%	6%	8%	5%
Black, not Hispanic	15%	47%	6%	11%	11%	6%	4%
Hispanic	23%	43%	10%	3%	9%	6%	7%
Asian Pacific, not Hispanic	22%	33%	12%	10%	9%	12%	3%
American Indian, not Hispanic							
Native Hawaiian or Pacific Islander, not Hispanic	0%	0%	100%	0%	0%	0%	0%
Mixed races	39%	28%	11%	6%	0%	6%	11%

**TOTAL COMPENSATION (2022)**

<b>2022</b>	<b>Very satisfied</b>	<b>Moderately satisfied</b>	<b>Slightly satisfied</b>	<b>Neutral</b>	<b>Slightly dissatisfied</b>	<b>Moderately dissatisfied</b>	<b>Very dissatisfied</b>	<b>2022 Frequency</b>
<\$300K	10	28	14	12	13	16	8	158
\$301K - \$500K	18	36	14	7	10	7	7	295
\$501K - \$1M	28	38	11	7	8	4	4	367
\$1.01M - \$1.5M	40	40	8	3	4	3	1	155
\$1.5M+	53	31	6	3	4	4	1	222

**TOTAL COMPENSATION (2020)**

<b>2020</b>	<b>Very satisfied</b>	<b>Moderately satisfied</b>	<b>Slightly satisfied</b>	<b>Neutral</b>	<b>Slightly dissatisfied</b>	<b>Moderately dissatisfied</b>	<b>Very dissatisfied</b>
<\$300K	8%	31%	13%	10%	11%	17%	11%
\$301K - \$500K	14%	43%	12%	7%	7%	9%	9%
\$501K - \$1M	25%	40%	11%	6%	6%	8%	4%
\$1.01M - \$1.5M	32%	40%	10%	6%	8%	4%	1%
\$1.5M+	48%	35%	7%	6%	2%	1%	1%

**TOTAL ORIGINATIONS (2022)**

<b>2022</b>	<b>Very satisfied</b>	<b>Moderately satisfied</b>	<b>Slightly satisfied</b>	<b>Neutral</b>	<b>Slightly dissatisfied</b>	<b>Moderately dissatisfied</b>	<b>Very dissatisfied</b>	<b>2022 Frequency</b>
<\$1M	18	36	14	8	10	9	5	403
\$1.01M - \$2M	30	37	8	7	7	4	6	288
\$2.01M - \$3M	31	39	10	4	7	4	4	136
\$3.01M - \$5M	40	32	9	4	7	5	2	128
\$5.0M+	51	29	6	3	5	5	2	188

**TOTAL ORIGINATIONS (2020)**

<b>2020</b>	<b>Very satisfied</b>	<b>Moderately satisfied</b>	<b>Slightly satisfied</b>	<b>Neutral</b>	<b>Slightly dissatisfied</b>	<b>Moderately dissatisfied</b>	<b>Very dissatisfied</b>
<\$1M	17%	39%	11%	7%	8%	11%	7%
\$1.01M - \$2M	21%	40%	13%	6%	7%	8%	6%
\$2.01M - \$3M	27%	43%	10%	6%	4%	6%	4%
\$3.01M - \$5M	30%	37%	9%	6%	8%	5%	6%
\$5.0M+	40%	35%	9%	7%	4%	3%	2%

**BILLABLE HOURS (2022)**

<b>2022</b>	<b>Very satisfied</b>	<b>Moderately satisfied</b>	<b>Slightly satisfied</b>	<b>Neutral</b>	<b>Slightly dissatisfied</b>	<b>Moderately dissatisfied</b>	<b>Very dissatisfied</b>	<b>2022 Frequency</b>
<1,500 Hours	31	34	10	7	7	6	6	383
1,501 - 1,800 Hours	29	36	12	6	8	6	2	336
1,801 - 2,100 Hours	28	35	10	6	7	8	5	302
2,101 - 2,400 Hours	30	32	10	7	12	6	3	107
2,401+ Hours	32	35	10	5	7	5	5	59

**BILLABLE HOURS (2020)**

<b>2020</b>	<b>Very satisfied</b>	<b>Moderately satisfied</b>	<b>Slightly satisfied</b>	<b>Neutral</b>	<b>Slightly dissatisfied</b>	<b>Moderately dissatisfied</b>	<b>Very dissatisfied</b>
<1,500 Hours	27%	41%	7%	6%	6%	8%	5%
1,501 - 1,800 Hours	25%	38%	10%	8%	8%	7%	5%
1,801 - 2,100 Hours	22%	37%	14%	6%	8%	7%	7%
2,101 - 2,400 Hours	22%	40%	15%	5%	3%	11%	4%
2,401+ Hours	36%	34%	7%	10%	5%	3%	5%

# 2022 Major, Lindsey & Africa Partner Compensation Survey

Thank you for taking part in the 2022 Major, Lindsey & Africa Partner Compensation Survey. Major, Lindsey & Africa has partnered with Law360, a publication of Portfolio Media, to administer this survey on its behalf. Your responses will be kept strictly confidential by Law360/Portfolio Media and no identifying information will be associated with your answers or forwarded to Major, Lindsey & Africa or any other party.

Each participant will receive a free copy of the final report. If you are not sure of an answer to a question, please feel free to skip that question.

## ***First, some general questions about your partnership status and practice.***

**Q1.** How many years have you been a partner at a law firm in total? Please include all law firms, including your current one.

- Less than one year
- 1 to 5 years
- 6 to 10 years
- 11 to 20 years
- More than 20 years

**Q2.** What was your partnership status during the 2021 compensation year?

For purposes of this survey, Equity Partners are those who receive no more than half their compensation on a fixed-income basis and Non-Equity Partners are those who receive more than half their compensation on a fixed-income basis. If your status changed during the year, please use your status as of the end of the year.

- Equity Partner
- Non-Equity Partner
- Not a partner during 2021

**Q3.** What is your primary practice area?

- Administrative/ Regulatory
- Antitrust
- Banking
- Bankruptcy
- Corporate – General
- Corporate – Emerging Company/Venture Capital
- Corporate – Finance/ Securities/Capital Markets
- Corporate – M&A
- Employment/Labor
- Energy
- Entertainment
- Environmental
- ERISA/Benefits
- Government Contracts
- Healthcare
- Immigration
- Insurance
- International
- IP – Litigation
- IP – Transactional
- Litigation – General
- Litigation – Appellate
- Litigation – White Collar/ Securities Enforcement
- Privacy/Cybersecurity
- Project Finance
- Real Estate
- Tax
- Trusts & Estates
- Other (please specify)

**Q4.** In what city do you primarily practice?

- Akron, OH
- Albuquerque, NM
- Arlington, TX
- Atlanta, GA
- Austin, TX
- Baltimore, MD
- Birmingham, AL
- Boston, MA
- Buffalo, NY
- Charlotte, NC
- Chicago, IL
- Cincinnati, OH
- Cleveland, OH
- Colorado Springs, CO
- Columbia, SC
- Columbus, OH
- Dallas, TX
- Denver, CO
- Detroit, MI
- El Paso, TX
- Fort Worth, TX

- › Fresno, CA
- › Greenville, SC
- › Hartford, CT
- › Honolulu, HI
- › Houston, TX
- › Indianapolis, IN
- › Irvine, CA
- › Jacksonville, FL
- › Kansas City, MO
- › Las Vegas, NV
- › Long Beach, CA
- › Los Angeles, CA
- › Louisville, KY
- › Memphis, TN
- › Mesa, AZ
- › Miami, FL
- › Milwaukee, WI
- › Minneapolis, MN
- › Mountain View, CA
- › Nashville, TN
- › New Orleans, LA
- › New York, NY
- › Newark, NJ/Northern NJ
- › Oakland, CA
- › Oklahoma City, OK
- › Omaha, NE
- › Orange County, CA
- › Orlando, FL
- › Palo Alto/Silicon Valley, CA
- › Philadelphia, PA
- › Phoenix, AZ
- › Pittsburgh, PA
- › Portland, OR
- › Providence, RI
- › Raleigh, NC
- › Richmond, VA
- › Sacramento, CA
- › San Antonio, TX
- › San Diego, CA
- › San Francisco, CA
- › San Jose, CA
- › Seattle, WA
- › St. Louis, MO
- › Tallahassee, FL
- › Tampa, FL
- › Tucson, AZ
- › Tulsa, OK
- › Virginia Beach/ Tidewater, VA
- › Washington, D.C./NoVA
- › Westchester, NY
- › Winston-Salem, NC
- › Other (please specify)

**Q5.** Which statement best describes your career trajectory?

- › I joined my present firm laterally as a partner from another law firm
- › I joined my present firm laterally as a partner from government service or private industry
- › I was previously an associate or counsel with my present firm before making partner

**Q6.** Is your firm's compensation system an open or closed one, i.e., do partners know what other partners make?

- › Open: Partners know what everyone makes, or can easily find out
- › Partially Open: Partners know ranges of compensation, but do not know exactly who makes what
- › Closed: Partners do not know what anyone else makes

**Q7.** Is your firm's compensation system pure lockstep, generally lockstep but allows for some variance based on certain factors, or not lockstep at all?

- › My firm is pure lockstep
- › My firm is generally lockstep, but allows for some variance
- › My firm is not lockstep at all

**Now some questions about your billing rate, hours, compensation and originations.**

**Q8.** What was your standard hourly billing rate for 2021? If your rate changed, please select the option which reflects the majority of the year.

- › Drop down menu of values ranging from "less than \$50" to \$3,000 or more," in \$25/hour increments.

**Q8a.** What was your standard discount off your hourly billing rate for 2021?

- › No standard discount
- › <5%
- › 5-10%
- › 11-15%
- › 16-20%
- › 21-25%
- › 26-30%
- › 31-35%
- › 36-40%
- › 41-45%
- › 46-50%
- › >50%

**Q9.** What were your total billable hours for 2021?

- Drop down menu of values ranging from “less than 1,000 hours” to “3,000 hours or more,” in 50-hour increments.

**Q10.** What were your total non-billable hours for 2021?

- Drop down menu of values ranging from “less than 50 hours” to “1,000 hours or more,” in 50-hour increments.

**Q11.** What was your total compensation for 2021 (including base and bonus, but excluding one-time contingency case payments, signing bonuses or other unusual payments that are not likely to re-occur)?

- Drop down menu of values ranging from “less than \$100K” to “\$8M or more,” in \$50,000 increments.

**Next, some questions concerning the impact of the COVID-19 pandemic on your practice and compensation.**

**Q11a.** Was your 2021 total compensation/capital affected by the COVID-19 pandemic?

- Yes
- No

**Q11b.** How was your 2021 compensation affected by: [Check all that apply]

- My draw was reduced by \_\_\_% [increment ranges of 5%]
- My base compensation was reduced by \_\_\_% [increment ranges of 5%]
- My previously anticipated bonus was reduced by \_\_\_% [increment ranges of 5%]
- My capital was increased by \_\_\_% [increment ranges of 5%]

**Q11c.** Is your 2022 compensation/capital expected to be affected by the COVID-19 pandemic?

- Yes
- No

**Q11d.** How is your 2022 compensation/capital expected to be affected: [Check all that apply]

- My draw was/is expected to be reduced by \_\_\_% [increment ranges of 5%]
- My base compensation was/is expected to be reduced by \_\_\_% [increment ranges of 5%]
- My previously anticipated bonus was/is expected to be reduced by \_\_\_% [increment ranges of 5%]
- My capital was/is expected to be increased by \_\_\_% [increment ranges of 5%]

**Q11e.** How many weekdays (i.e., Monday-Friday), if any, will your firm allow you to work from home once your firm fully re-opens?

- 0
- 1
- 2
- 3
- 4
- 5
- Not sure

**Q11f.** How many weekdays (i.e., Monday-Friday) would you prefer to work from home once your firm fully re-opens?

- 0
- 1
- 2
- 3
- 4
- 5
- Not sure

**Q11g.** How important is the ability to work from home to you?

- So important that I would change firms because of it
- Somewhat important
- Not important at all
- Very important
- Neutral
- Very dissatisfied
- Not very important

**Q11h.** Did you change your geographic location because of the COVID-19 pandemic?

- Yes
- No

**Q11i.** Do you expect to move back to your former geographic location when your firm fully re-opens?

- Yes
- No
- Not sure

**Q11j.** Which of the following programs/benefits, if any, did your firm introduce or increase as a result of the COVID-19 pandemic: [Select all that apply]

- Mental health and wellness
- Paid vacation/time off
- Physical health and wellness
- Home office equipment/technology
- Childcare
- None
- Eldercare

**Now some questions about your practice.**

**Q12.** What were your total originations for 2021?

- If your firm doesn't track originations, please provide your best estimate if possible. By total originations, we mean the total dollar value of work performed and collected by you and the other attorneys at your firm for which your efforts were the proximate cause of such work coming to the firm.
- Drop down menus of values ranging from "less than \$100K" to "\$30M or more" in \$100,000 increments through \$10M and \$1M increments between \$10-\$30M; Don't know/not sure.

**Q13.** What were your total working attorney receipts for 2021?

- By total working attorney receipts, we mean the number of dollars collected (or expected to be collected) by your firm for work performed personally by you (e.g., your billable hours multiplied by your billing rate) in a fiscal year, even if it was collected in the following fiscal year. (Please exclude one-time contingency case payments or other unusual payments that are unlikely to re-occur.)
- Drop down menus of values ranging from "less than \$100K" to "\$5M or more" in \$100,000 increments; Don't know/not sure.

**Q14.** Generally, how satisfied are you with your total compensation?

- Very satisfied
- Moderately satisfied
- Slightly satisfied
- Neutral
- Slightly dissatisfied
- Moderately dissatisfied
- Very dissatisfied



***Finally, just a few demographic questions.***

**Q15.** What is your age?

- › Drop down menu of values ranging from 20 to 100.

**Q16.** At what age do you expect to retire?

- › Drop down menu of values ranging from “Prior to 50” to “After 80”; Don’t know/not sure; I don’t plan to retire.

**Q16a.** Has the COVID-19 pandemic affected your anticipated retirement age?

- › Yes, I expect to retire earlier
- › Yes, I expect to retire later
- › No

**Q17.** Do you work full-time or part-time?

- › I work full-time
- › I work part-time

**Q17a.** What is your work schedule, expressed as a percentage of what full-time partners at your firm are expected to work?

- › Drop down menu of values ranging from 5% to 95%.

**Q17b.** Has your ability to work full-time (or, if you are part-time, your ability to work your normal part-time schedule) been adversely impacted by the COVID-19 pandemic

- › Yes
- › No

**Q17c.** To what extent has it been impacted, expressed as a percentage in reduction in the ability to work full-time (or your normal part-time schedule) during the pandemic:

- › 0-10%
- › 11-20%
- › 21-30%
- › 31-40%
- › 41-50%
- › 51-60%
- › 61-70%
- › 71-80%
- › 81-90%
- › 91-100%

**Q18.** What is your gender?

- Female
- Male
- Non-binary/third gender
- Prefer to self-describe:
- Prefer not to say

**Q19.** Which of the following statuses do you most closely associate with?

- Heterosexual
- Gay or Lesbian
- Bisexual
- Prefer to self-describe:
- Prefer not to say

**Q20.** Which of these categories, used by the American Bar Association, best describes your ethnicity?

- White, not Hispanic
- Black, not Hispanic
- Hispanic
- Asian Pacific, not Hispanic
- American Indian, not Hispanic
- Native Hawaiian or Pacific Islander, not Hispanic
- Mixed races
- Prefer not to say

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By hitting the Submit button, you will be completing this survey and submitting your responses to Law360.

Thank you for participating in the Major, Lindsey & Africa Partner Compensation Survey. To learn more about Major, Lindsey & Africa, visit [www.mlaglobal.com](http://www.mlaglobal.com)

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